Acknowledgements

The Town of Kapuskasing wishes to recognize the members of the Strategic Plan Steering Committee for their time, wisdom and guidance throughout the process:

Members of the Kapuskasing Strategic Plan Steering Committee

Gary Fortin  Yves Labelle, CAO
Gerry Bernard  Sebastien Lessard
Claude Boucher  Dina Minaker
Martin Dinnissen, Councillor  Pierre Ouellette
Laurier Guillemette, Councillor  Martin Proulx
Valerie Issac  Andre Robichaud
Jennifer Jucknat  Chantal Rody
Kelly Kraby  Mayor Al Spacek
Michelle Lebel  Terrence Sutherland
Table of Contents

Acknowledgements ........................................................................................................... 2

Members of the Kapuskasing Strategic Plan Steering Committee ..................................... 2

1.0 Introduction and Background .................................................................................... 5

1.1 Developing the Corporate Vision, Mission, and Values ............................................. 5

 Vision Statement ................................................................................................................ 6

 Mission Statement ............................................................................................................. 6

 Organizational Values ........................................................................................................ 6

2.0 Communications and Engagement ............................................................................. 7

2.1 Steering Committee ................................................................................................... 8

2.2 On-line Survey ........................................................................................................... 9

2.3 Focus Groups ............................................................................................................. 9

2.4 Interviews .................................................................................................................. 10

2.5 Public Consultation ................................................................................................... 10

3.0 Background Documentation Review .......................................................................... 11

4.0 Environmental Scan .................................................................................................. 12

4.1 Socio-Demographic Factors ..................................................................................... 12

 4.1.1 General Demographics ....................................................................................... 12

 4.1.2 Linguistic Characteristics .................................................................................... 13

 4.1.3 Aboriginal Population ......................................................................................... 14

 4.1.4 Housing ................................................................................................................ 15

 4.1.5 Household and Family Income .......................................................................... 15

 4.1.6 Educational Attainment ...................................................................................... 15

 4.1.7 Labour Market .................................................................................................... 16

 4.1.8 Earnings .............................................................................................................. 17

4.2 Economic Activities & Climate .................................................................................. 18

 4.2.1 Mining and Aggregates ....................................................................................... 18

 4.2.2 Énergie Kapuskasing Energy Solar ..................................................................... 18

 4.2.3 Experimental Farm .............................................................................................. 18

 4.2.4 Ontario Power Generation (OPG) and Moose Cree First Nation’s Mattagami Project 19

 4.2.5 Small Business Retail ........................................................................................ 19

 4.2.6 Culture, Tourism and Recreation ....................................................................... 19

 4.2.7 Economic Development Efforts .......................................................................... 22

 4.2.8 Infrastructure Development ................................................................................. 23

4.3 Political/Legal/Ethical Considerations ....................................................................... 23

 4.3.1 Political Representation ....................................................................................... 23

 4.3.2 Relevant Legislation and Policies ....................................................................... 23

 4.3.3 Recent Municipal Plans and Reviews .................................................................. 25

 4.3.4 Shared Services with Other Municipalities ......................................................... 26

 4.3.5 Kapuskasing Asset Management Plan ................................................................. 26

4.4 Technology and Environmental Factors ..................................................................... 27

 4.4.1 Technology Infrastructure ................................................................................. 27

 4.4.2 Environmental Factors ....................................................................................... 28

5.0 SWOT Analysis ........................................................................................................... 30
6.0 Strategic Directions and Recommendations .......................................................................................................................... 31
  6.1 Aligning Strategic Plan Projects with the SWOT Analysis .................................................................................................. 32
  6.2 Maintaining the Focus on Strategic Priorities ..................................................................................................................... 33
7.0 Recommendations by Strategic Direction ............................................................................................................................. 34
  7.1 Embed Customer Service Excellence ................................................................................................................................. 34
  7.2 Strengthen Leadership Capacity .......................................................................................................................................... 35
  7.3 Develop a Long Term Financial Strategy .......................................................................................................................... 38
  7.4 Support a Culture of Innovation ........................................................................................................................................... 39
  7.5 Implement Infrastructure Initiatives ...................................................................................................................................... 40
8.0 Timeline and Implementation .................................................................................................................................................... 42
Appendix A: Funding Programs ......................................................................................................................................................... 45
1.0 Introduction and Background

In late 2014, the Town of Kapuskasing engaged Clearlogic Consulting Professionals to facilitate a municipal business planning exercise that would guide operations over the 2014-2018 Council term. The Kapuskasing Strategic Planning Committee – which included municipal staff, Council members, and residents – guided the process. The Municipal Business Plan (MBP) outlined in this document identifies internal organizational priorities and will inform Council and Staff as to how best allocate human and financial resources over the next four years.

The Key Directions in this plan are summarized in Figure 1 below. The projects for each Key Direction are explained in detail in section 7 of this report.

**Figure 1: Summary of Key Directions in the Kapuskasing Municipal Business Plan**

1.1 Developing the Corporate Vision, Mission, and Values

The Municipality of Kapuskasing created a vision statement, a mission statement and supporting values at a staff meeting in spring of 2014.

It’s important to note the distinction between the vision and mission statements. A vision statement is aspirational; it may never be achieved in its entirety, but it acts as a motivator that
encourages the organization to be the best it can possibly be. Vision statements are meant to reflect ambitious, long-term goals, and are typically in place for ten years or more.

Mission statements are more operational in nature; they describe the main activities of the plan, how the organization expects to accomplish them, and which values inform their decisions. Missions are usually crafted for shorter periods, usually three to five years. This means that a single organizational vision may have three or more mission statements over the course of its lifetime.

Vision and mission statements are not the same as slogans or mottos; those are meant for marketing purposes. The vision and mission are intended to offer high-level guidance around resource allocation and setting priorities. To this end, they should be simple, memorable expressions. As a rule of thumb, the best vision and mission statements are those that would fit on a T-shirt.

The Municipality’s Vision and Mission Statements, and its expressed values are below.

**Vision Statement**

“A diversified, progressive, sustainable, safe and healthy community.”

**Mission Statement**

“We’re committed to enhancing our quality of life through leadership, teamwork and municipal service excellence.”

**Organizational Values**

The Town of Kapuskasing embraces five key organizational values. These inform and guide our organizational culture, and reflect the expectations our stakeholders have of us.

**Leadership:** Leadership in our municipality is reflected by a progressive outlook and the ability to inspire people to work together. We expect our municipal leaders to model our organizational values, and to demonstrate both professionalism and management excellence.

**Inclusivity:** We believe that communities are stronger when they welcome diversity and respect others’ differences. This includes a commitment to employment equity and accommodation in municipal human resource management practices.
**Engagement:** We are committed to bilingual communication, transparency and ongoing opportunities to engage our stakeholders. We value our residents’ input and respect their right to be informed in a timely manner.

**Collaboration:** We recognize the value in teamwork and cooperation. Where possible, we will seek out partnerships, whether local or regional, to increase the impact and effectiveness of our activities. We will also promote this value internally, to better leverage our own organizational resources.

**Innovation:** We are not afraid to innovate, to be resourceful and to try new approaches to building capacity and quality of life in our community. We encourage all municipal staff members to apply creative thinking to their work in an effort to build a culture of ongoing improvement.

### 2.0 Communications and Engagement

The Kapuskasing Strategic Plan Steering Committee (KSC) wanted to maximize stakeholder involvement to facilitate buy-in and commitment to its eventual implementation. Without this, it can be very difficult to execute the projects that emerge from the planning process. The information from the stakeholder consultation sessions was used to inform both the Community Strategic Plan (CSP)¹ and the Municipal Business Plan. This approach proved to be a cost-effective and efficient means to community and staff consultation for both plans.

There were six major stakeholder engagement activities:

1. Steering Committee meetings and guidance
2. An on-line survey
3. Staff focus groups
4. Public focus groups
5. Interviews with stakeholders and staff
6. Public consultations

The information from all engagement activities was used to inform the development of the Strengths, Weaknesses, Opportunities and Threats analysis (SWOT) for the municipality. Table 2.1 identifies the participating sectors and attendance.

---

¹ The CSP, which is to be completed next, identifies broader, community-oriented priorities that involve collaboration between the Municipality and its local organizations and institutions.
Table 2.2: Summary of Stakeholder Engagement Activities and Participation

<table>
<thead>
<tr>
<th>Activity</th>
<th># Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interviews/focus group with Councillors</td>
<td>5</td>
</tr>
<tr>
<td>Interview with Mayor</td>
<td>1</td>
</tr>
<tr>
<td>Interview with CAO</td>
<td>1</td>
</tr>
<tr>
<td>Interviews with key stakeholders</td>
<td>2</td>
</tr>
<tr>
<td>5 staff focus groups</td>
<td>22</td>
</tr>
<tr>
<td>1 Management focus group</td>
<td>10</td>
</tr>
<tr>
<td>10 Public focus groups</td>
<td>75</td>
</tr>
<tr>
<td>Online survey</td>
<td>625</td>
</tr>
<tr>
<td>Public consultation</td>
<td>8</td>
</tr>
<tr>
<td>Steering committee meetings</td>
<td>18</td>
</tr>
<tr>
<td>Total Participants</td>
<td>767</td>
</tr>
</tbody>
</table>

2.1 Steering Committee

The KSC was comprised of 18 volunteers from the municipal, community, business, and education sectors. It guided the development of both the Municipal Business Plan and the Community Strategic Plan.

Steering Committee members included:

- Gary Fortin
- Gerry Bernard
- Claude Boucher
- Martin Dinnissen, Councillor
- Laurier Guillemette, Councillor
- Valerie Issac
- Jennifer Jucknat
- Kelly Kraby
- Michelle Lebel
- Yves Labelle, CAO
- Sebastien Lessard
- Dina Minaker
- Pierre Ouellette
- Martin Proulx
- Andre Robichaud
- Chantal Rody
- Mayor Al Spacek
- Terrence Sutherland

Clearlogic Consulting Professionals (Clearlogic) began meeting with the KSC in October 2014 to confirm a project timeline, engagement strategies, and a task list. The KSC established an information page on the municipal website to communicate planning milestones, events and background information. Municipal staff regularly updated the page, promoted survey and engagement opportunities, and encouraged public involvement.
2.2 On-line Survey

Clearlogic collaborated with the KSC to develop a bilingual on-line survey to encourage community input. Questions covered municipal spending priorities, perceived quality of service, and ideas for community development. To promote the survey:
- KSC members attended various community functions with iPads to allow residents to complete the survey on the spot.
- The community website featured a link to the survey.
- Municipal staff and other key stakeholders shared the survey link with members of their networks.

Six hundred and twenty five (both English and French) residents responded to the survey.

2.3 Focus Groups

A focus group is a small-group discussion guided by a trained facilitator. It is used to learn more about opinions on a designated topic, and how to guide future action. Focus groups are distinct from public consultations in that the discussion is centered on a particular interest, sector or goal.

The SC identified stakeholder groups of particular interest to the municipality and invited individuals representing specific sectors to attend the focus groups. Seventeen focus groups were held in November 2015 and December 2015 and the information gathered was used in both the Municipal Business Plan and the Community Strategic Plan.

Seven focus groups were held from November 5-8, 2015 with staff of the Town of Kapuskasing as well as some Councillors. The staff groups had between 2-8 participants and groups that participated were:
- Kapuskasing Economic Development Corporation & Airport
- Planning
- Recreation
- Protective Services
- Public Works
- Managers
- Councillors

Ten focus groups were held from December 10-12, 2014 with community stakeholders in Kapuskasing. Table 2.2 identifies the participating sectors and attendance.
Table 2.2: Focus Group Sectors and Participation

<table>
<thead>
<tr>
<th>Sector</th>
<th># Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small to medium business</td>
<td>3</td>
</tr>
<tr>
<td>Health</td>
<td>6</td>
</tr>
<tr>
<td>New residents</td>
<td>3</td>
</tr>
<tr>
<td>People with disabilities</td>
<td>4</td>
</tr>
<tr>
<td>Aboriginal residents</td>
<td>7</td>
</tr>
<tr>
<td>Agriculture</td>
<td>4</td>
</tr>
<tr>
<td>Education</td>
<td>12</td>
</tr>
<tr>
<td>Recreation</td>
<td>14</td>
</tr>
<tr>
<td>Volunteer/service groups</td>
<td>17</td>
</tr>
<tr>
<td>Business/Chamber of Commerce</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
</tr>
</tbody>
</table>

2.4 Interviews

Clearlogic conducted five in-depth interviews with municipal officials and community stakeholders. Interviewees included municipal representatives CAO Yves Labelle, Mayor Alan Spacek, and Councillor Martin Dinnissen; a representative for local seniors; and a local doctor.

2.5 Public Consultation

Community members were invited to an open Public Consultation session. The municipality placed notices in the paper, on the radio, and on social media. Eight people attended.
3.0 Background Documentation Review

The Steering Committee provided several documents to the consulting team to inform both the research and analysis stages of the strategic plan. These are summarized in Table 3.1.

<table>
<thead>
<tr>
<th>Document Title</th>
<th>Author, Year</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kapuskasing Community Profile</td>
<td>Town of Kapuskasing, 2011</td>
<td>Provides an overview of the Town of Kapuskasing’s demographics</td>
</tr>
<tr>
<td>Current and Future Opportunities for Agricultural Development in Northeast Ontario: A Regional Development Perspective</td>
<td>Wayne Caldwell, and Eric Marr (University of Guelph), 2011</td>
<td>Summarizes background on the NeCN catchment area and the challenges of agriculture in the North.</td>
</tr>
<tr>
<td>Town of Kapuskasing Cultural Mapping Initiative and Marketing Strategy</td>
<td>Planscape Inc, 2012</td>
<td>Identifies local cultural assets and suggests a supporting marketing approach.</td>
</tr>
<tr>
<td>Community Impact Analysis for the Town of Kapuskasing</td>
<td>Northern Consulting Group, and McSweeney and Associates, 2010</td>
<td>Reports on how to maximize the economic benefit of several upcoming projects.</td>
</tr>
<tr>
<td>Town of Kapuskasing Service Level Review</td>
<td>KPMG, 2014</td>
<td>Describes current service levels and presents recommendations for consideration.</td>
</tr>
<tr>
<td>Town of Kapuskasing Operational Review</td>
<td>Amberley Gavel, 2009</td>
<td>Describes outcome of an Operational Review including recommendations for a new organizational structure.</td>
</tr>
</tbody>
</table>
4.0 Environmental Scan

The environmental scan provides a social and economic snapshot of Kapuskasing. It is an overview of the socio-cultural and economic forces that will influence the Town’s decisions over the next several years. Environmental scans:

- Increase awareness of the socio-cultural and economic forces affecting the community.
- Help align investments with community needs and priorities.
- Forecast requirements for ongoing social communications and engagement.
- Contribute to the development of the Opportunities and Threats in the SWOT analysis.

This section describes how four major external forces could impact activities, quality of life and priority establishment in Kapuskasing. These factors include:

1. Socio-demographic factors.
2. Economic factors.
3. Technology and environmental factors.
4. Political and regulatory factors.

Unless otherwise noted, information in the environmental scan has been drawn from Statistics Canada’s national census (2011).

4.1 Socio-Demographic Factors

4.1.1 General Demographics

Consistent with population trends across Northern Ontario, Kapuskasing has experienced a decline in population since the mid-1990s (Figure 4.1), despite the fact that Ontario’s population rose overall during that period (Figure 4.2). In 2011 the town had a population of 8,196, which represents a loss of 3.6% since 2006, and a decline of 18.4% since 1996. The municipality covers 84.13 square kilometers, and has a population density of 97.4 persons per square kilometer.

Approximately 390 residents from Kashechewan First Nation have been living in Kapuskasing since 2014, when they were evacuated from their reserve due to flooding danger. They are still waiting for their homes to be repaired, and in the meantime are being housed in a mixture of public and private accommodation.

---

Kapuskasing’s population is almost equally divided between male 49% and female 51%. This suggests that there are none of the gender gaps-and associated social problems-that sometimes occur in rural, remote or resource-dependent communities.

The median age in Kapuskasing is 47.7 yrs, which is significantly higher than the provincial median of 40.4 yrs. Just over 85% of the population is aged 15 and over, slightly above the provincial average of 83.0% (Fig 4.3). The higher median age suggests that there are fewer young families and individuals of prime working age in the community than in the province as a whole.

4.1.2 Linguistic Characteristics
Almost ¾ (72%) of Kapuskasing’s residents are bilingual in English and French, a significantly higher ratio than the provincial average of 11%. Twenty percent speaks English only, and 8% speaks French only (Figure 4.4).
4.1.3 Aboriginal Population

Of the 8,196 people in Kapuskasing 8% identified as Aboriginal. This number is more than double the provincial average of 3.4% (Figure 4.5).

Kapuskasing has been hosting long-term and temporary evacuees as a result of flooding in the First Nation community of Kashechewan. As noted earlier, the community has been home to some 390 Aboriginal evacuees\(^3\) since the spring flood of 2014. Another 400 Kashechewan residents were evacuated to Kapuskasing after flooding in the spring of 2015.\(^4\)


4.1.4 Housing
In 2011, 63.4% of private households are single-detached houses, while 25.4% are apartments, and 11% are duplexes, row houses and other types of permanent dwellings. Fewer than 0.2% are mobile homes.

<table>
<thead>
<tr>
<th>Total number of occupied private dwellings by type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-detached house</td>
<td>2,370</td>
</tr>
<tr>
<td>Apartment buildings of &gt;5 stories</td>
<td>78</td>
</tr>
<tr>
<td>Apartment buildings &lt;5 stories</td>
<td>875</td>
</tr>
<tr>
<td>Movable dwelling</td>
<td>5</td>
</tr>
<tr>
<td>Other (row houses, semi-detached, etc.)</td>
<td>415</td>
</tr>
</tbody>
</table>

4.1.5 Household and Family Income
The median pre-tax income for all private households is very close to the provincial median for most residents, with the exception of one-person households (Figure 4.6).

4.1.6 Educational Attainment
In 2011, 31% of the population over 15 years of age had no certificate, diploma or degree, while 23% of the population had a high school diploma.

The residents of Kapuskasing have an overall lower educational attainment than the provincial average. However, Kapuskasing has a higher percentage of people with a trades certificate or an apprenticeship (Table 4.2).
Table 4.2: Educational Attainment for Kapuskasing and Ontario, 2011

<table>
<thead>
<tr>
<th>Level of Attainment</th>
<th>Kapuskasing</th>
<th>Ontario</th>
</tr>
</thead>
<tbody>
<tr>
<td>No certificate; diploma or degree</td>
<td>31%</td>
<td>22%</td>
</tr>
<tr>
<td>High school certificate or equivalent</td>
<td>23%</td>
<td>27%</td>
</tr>
<tr>
<td>Apprenticeship or trades certificate or diploma</td>
<td>14%</td>
<td>8%</td>
</tr>
<tr>
<td>College; CEGEP/ non-university certificate or diploma</td>
<td>22%</td>
<td>18%</td>
</tr>
<tr>
<td>University certificate or diploma below the bachelor level</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td>University certificate; diploma or degree or above</td>
<td>8%</td>
<td>21%</td>
</tr>
</tbody>
</table>

4.1.7 Labour Market

In 2011 Kapuskasing had a lower participation rate in the labour force and a lower unemployment rate than the province (Figure 4.7).

Figure 4.7: Participation in Labour Force and Unemployment Rate

The retail, public service, and construction sectors provide the greatest sources of employment for local residents (Table 4.3). No more than 16% of the 3,895 jobs are concentrated in any single sector.
Table 4.3: Major Occupations in Kapuskasing, 2011

<table>
<thead>
<tr>
<th>Industry Sector</th>
<th># Jobs</th>
<th>% Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail trade</td>
<td>605</td>
<td>16%</td>
</tr>
<tr>
<td>Health care and social assistance</td>
<td>555</td>
<td>14%</td>
</tr>
<tr>
<td>Construction</td>
<td>355</td>
<td>9%</td>
</tr>
<tr>
<td>Educational services</td>
<td>350</td>
<td>9%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>295</td>
<td>8%</td>
</tr>
<tr>
<td>Public administration</td>
<td>230</td>
<td>6%</td>
</tr>
<tr>
<td>Accommodation and food services</td>
<td>190</td>
<td>5%</td>
</tr>
<tr>
<td>Transportation and warehousing</td>
<td>210</td>
<td>5%</td>
</tr>
<tr>
<td>Finance and insurance</td>
<td>160</td>
<td>4%</td>
</tr>
<tr>
<td>Agriculture, forestry, fishing and hunting</td>
<td>165</td>
<td>4%</td>
</tr>
<tr>
<td>Professional, scientific and technical services</td>
<td>165</td>
<td>4%</td>
</tr>
<tr>
<td>Other services (except public administration)</td>
<td>175</td>
<td>4%</td>
</tr>
<tr>
<td>Mining, quarrying, and oil and gas extraction</td>
<td>130</td>
<td>3%</td>
</tr>
<tr>
<td>Utilities</td>
<td>75</td>
<td>2%</td>
</tr>
<tr>
<td>Admin and support, waste management and remediation services</td>
<td>90</td>
<td>2%</td>
</tr>
<tr>
<td>Information and cultural industries</td>
<td>25</td>
<td>1%</td>
</tr>
<tr>
<td>Arts, entertainment and recreation</td>
<td>30</td>
<td>1%</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>55</td>
<td>1%</td>
</tr>
<tr>
<td>Real estate, rental and leasing</td>
<td>35</td>
<td>1%</td>
</tr>
</tbody>
</table>

One notable fact about the Kapuskasing labour force profile is that 18% of its workforce does not reside in the town – approximately one fifth of those employed in the town commute to Kapuskasing from elsewhere in the region, primarily the smaller hamlets of Moonbeam, Val Rita-Harty and Fauquier-Strickland.\(^5\)

4.1.8 Earnings

The median earnings in 2011 for Kapuskasing residents are higher than the provincial figure on all indicators (Table 4.4). On average, earnings represented 82.1% of total income in the community (as compared to 87.7% for Ontario), while government transfers represented 17.9% (12.3% for Ontario). Approximately 11.5% (13.9% for Ontario) of Kapuskasing residents were classified as low income.

### Table 4.4: Median Earnings (Individual) in Kapuskasing and Ontario, 2011

<table>
<thead>
<tr>
<th>Earnings Indicator</th>
<th>Kapuskasing</th>
<th>Ontario</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median earnings for all residents over 15</td>
<td>$31,778</td>
<td>$30,526</td>
</tr>
<tr>
<td>Median for fulltime employees</td>
<td>$52,221</td>
<td>$50,116</td>
</tr>
</tbody>
</table>

### 4.2 Economic Activities & Climate

#### 4.2.1 Mining and Aggregates

In 2013 Agrium Phosphate Operations closed its Kapuskasing site, resulting in the loss of many full time jobs. Detour Gold, approximately 350 km northeast of Kapuskasing, absorbed many skilled employees and mitigated the economic impacts on the town. The KEDC is trying to leverage the Agrium site as a potential brownfield location for future mineral processing development, as it already has roads, power, natural gas and rail access.  

#### 4.2.2 Énergie Kapuskasing Energy Solar

The municipality has created a solar energy corporation to generate additional non-taxation revenue. The corporation creates partnerships with other municipalities to place the solar panels on roofs and vacant lots, and receives a percentage of the profit. Approximately $35 million dollars worth of solar panel projects are under construction; 25% of the projects connected and generating revenue. “The intention (is) to generate $1.5 million by 2016-17 with half of that money coming in 2016”. The project is expected to bring lasting benefits to the community for the next twenty years.

#### 4.2.3 Experimental Farm

In May 2015 the Kapuskasing Economic Development Corporation signed a long-term lease with a tenant for 900 acres at the former Experimental Farm in Kapuskasing. Entrepreneur Andrew Gordanier will develop three enterprises (including sheep and beef farming). Mr. Gordanier will use most of the site’s buildings; the KEDC is looking to lease the remainder of the buildings and property at the Farm.

---

4.2.4 Ontario Power Generation (OPG) and Moose Cree First Nation’s Mattagami Project

In 2011, Moose Cree First Nation partnered with Ontario Power Generation on the $2.6B Lower Mattagami Hydroelectric Complex project, 80 km north of Kapuskasing. At peak construction, it employed approximately 1,800 people from across the region, including 250 First Nation and Métis individuals. The Complex has four generating stations on the Mattagami River, including Little Long, Smoky Falls, Harmon and Kipling. It is now fully operational.

4.2.5 Small Business Retail

Kapuskasing’s retail sector consists of over 200 shops offering a range of products and services. They are predominantly located in five commercial areas: Circle Street, the Model City Mall, Ash Place, the East End and Government Road (Highway 11). One of the recommendations in the 2011 Economic Development Strategy was to construct a business park to facilitate business growth and expansion.

4.2.6 Culture, Tourism and Recreation

Municipal leaders and stakeholders see considerable potential for growing the local tourism sector, notably sports tourism. Kapuskasing is located along the TransCanada highway, and offers easy access to the Boreal forest, its lakes and area recreational opportunities.

The community completed a Cultural Tourism Strategy in 2012 that mapped local cultural resources. The plan recommends municipal actions to establish infrastructure and programs and promote Cultural Hubs in the community.

Local Culture and Tourism Assets

Kapuskasing has several local tourism offerings:

- A Welcome Centre, located in the Ron Morel Museum, offers brochures, information and advice to tourists.
- The Ron Morel Memorial Museum features displays on the history of the town.
- The annual Lumberjack Heritage Festival Festival des bûcherons is a three-day summer event featuring music, exhibitions, amateur lumberjack competitions, and other activities.
- The Kap Festival of Lights runs from mid-November to mid-January.

The community hosts an annual, three-day St. Jean festival in June with musical performers and other activities to celebrate Francophone culture.

A monument located on Hwy 11 marks a World War I Internment Camp cemetery. It reflects the tragic Federal Government decision to imprison Canadians of Ukrainian, German and Slavic descent considered enemies and a security threat between 1914-1920.

The nine-hole Golf Club offers multiple tees for those wanting to play 18 holes.

**Tourism in Northern Ontario**

According to a 2007 study by the Ministry of Tourism, Culture and Sport, two main factors predict travel to northern Ontario, including:

1. Participating in one of the north’s fundamental activities, such as fishing or canoeing.
2. Traveling to seek undiscovered, isolated and less urban destinations. Northern Ontario’s primary tourism market comes mostly from other regions of the province, particularly Toronto.\textsuperscript{14}

Secondary potential markets include Montreal, British Columbia and Calgary. These markets had the greatest incidence of Canadians who rated Ontario highly and who reported fishing or canoeing as a main reason for taking a trip to the area in the past two years.

These factors notwithstanding, shopping is the most common activity for visitors to this region followed by eating in restaurants that offer local food, and visiting lakes for swimming, sunbathing or relaxing. Other popular activities for regional tourists include:

- Strolling around communities to look at cultural or historical points of interest.
- Camping.
- Shopping for arts and crafts.
- Visiting parks.

In general, visitors to northeastern Ontario are also characterized by the following traits:

- They seek more physically challenging experiences than other Canadian travellers.
- They are interested in outdoor recreation activities, particularly camping and fishing.
- They prefer to be able to access sites by car, as opposed to other forms of transportation.
- They tend not to seek or expect luxury accommodation.
- They are younger and have higher incomes compared to other Canadian travellers.
- They are more likely to be couples travelling without children.
- Most depend on the advice of friends and relatives for trip planning.

• Most rely on the Internet to make travel decisions and arrangements. This suggests that tourism businesses in the region that are not already making use of the Internet for promotional purposes would be well-advised to consider the investment.

Between 2010-2013, when the Canadian dollar was valued close to par with the US dollar, many American travellers stopped visiting Northern Ontario, which reduced the demand for outfitting and related services in the region. However, since late 2013 the Canadian dollar has fallen and as of July 2015 was valued at around US$0.76. This trend is expected to continue throughout 2015 as it better reflects the actual value of the Loonie relative to the American economy. As a result, tourism from the US is expected to rise over the next few years.\textsuperscript{15}

\textbf{Rubber Tire Market}

Kapuskasing’s location on the Highway 11 is an advantage in terms of growing its tourism industry, particularly in the self-drive or “rubber tire” segment. Moreover, its relatively natural surroundings give both residents and visitors easy access to lakes, snowmobile and ATV trails. There are numerous accommodation facilities in Kapuskasing, including lodges, motels, bed and breakfasts, cabins and campgrounds.

\textbf{Snowmobiling}

The Kapuskasing Snowmobile Club, "The Sno-Rovers", operates trails in the Ontario Snowmobiling Federation’s District 15\textsuperscript{16}. The Club is part of the Northern Corridor du Nord Snowmobile Association. The main office, representing nine member clubs from Cochrane to Hornepayne, is located in Kapuskasing.\textsuperscript{17} The Club’s well-groomed and safe snowmobile trails provide picturesque touring opportunities for both enthusiasts and newcomers.

Snowmobile trail operations in Ontario rely on a natural snow cover of 15 cm for smooth terrain trails and 30-60cm for rough terrain trails. They also require temperatures below 0 degrees Celsius over a sustained period. Over the past decade, changes in the climate have resulted in snowmobile seasons with fewer than 28 days in many parts of Canada, including central and southern Ontario. This threatens the financial viability of affected trails, as shorter seasons tend to result in lower trail permit revenues, although fixed maintenance costs remain the same. As early as the 2020s, many of these snowmobiling districts could suffer from significantly shortened snowmobile seasons.

\textsuperscript{16} Kap Sno-Rovers. (2015) Available at: http://www.kapsnorovers.on.ca/
\textsuperscript{17} Northern Corridor. Available at: http://www.northerncorridor.ca/
Camping
Kapuskasing is in close proximity to Rene Brunelle Provincial Park and the privately-owned Twin Lakes Campground (both located 20 minutes away in Moonbeam). Both are popular destinations for families and offer a host of amenities. Crown land for camping, fishing and hunting is easily accessible from Kapuskasing. No fees are collected for using Crown land in this manner, but Kapuskasing services and retail businesses benefit from supplying and outfitting such visitors.

Sport Fishing
In 2005—the year for which the most recent statistics are available—1.27M adults fished recreationally in Ontario. This represents a 21% decline from 1995 (1.61M). Unlicensed anglers under 18 and over 65 years of age account for an additional 471,000 anglers. Residents make up the majority of the active angler population in Ontario (61%), with the remaining being from the USA (37%) and the rest of Canada (2%). The average age of Ontario anglers was 48 in 2005. This has increased between 1995 and 2005, from 44 to 49 for males and 42 to 44 for females.

Fishing is of considerable importance to those non-resident anglers who visit Ontario. Most (71%) reported they would not have come at all had there been no opportunities for fishing. Nineteen percent reported that they would have substituted alternative activities and 7% would have stayed in the province for a shorter time. Anglers identified over-harvesting of fish as the most serious issue affecting Ontario fisheries in 2005. Other serious issues include habitat loss, contaminant levels, impacts of aquatic invasive species, and changes in lake productivity.

4.2.7 Economic Development Efforts
The Kapuskasing Economic Development Corporation operates at an arms-length from the municipality. It has a budget of approximately $250,000, which supports one full-time economic development professional, one Aboriginal Liaison officer and occasional contracted interns. The KEDC’s 2010 Economic Development Strategic Plan focuses on four priorities:

2. Traditional Industry Development (wood processing, mining, renewable energy, tourism and agriculture).
3. Emerging Industry Development (entrepreneurship, translation services, health care and care of the elderly, and collaborative economic development with First Nations).

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4. Community Infrastructure Development to improve the local quality of life.

4.2.8 Infrastructure Development
The Town of Kapuskasing will receive up to $4 million in 2015 for local infrastructure projects including upgrades to sanitary and storm sewer systems and watermains, and sidewalk and road maintenance from the Ontario Community Infrastructure Fund and the Small Community Fund.\(^\text{20}\)

4.3 Political/Legal/Ethical Considerations

4.3.1 Political Representation
Mayor and Council are elected for terms of four years, and include:

- Mayor Alan Spacek
- Councillor Martin Credger
- Councillor Martin Dinnissen
- Councillor Aurel Godard
- Councillor Laurier Guillemette
- Councillor Richard Lafleur
- Councillor Dave Plourde

The current term runs from December 2014 to December 2018. In addition to providing oversight of municipal management, Councillors participate on various community committees.

Provincially, Kapuskasing is located in the Timmins-James Bay electoral district.\(^\text{21}\) The Member of Provincial Parliament is Gilles Bisson (NDP) who was elected in 1990. Federally, the Municipality is part of the Algoma-Manitoulin-Kapuskasing electoral district. The Member of Parliament is Carol Hughes (NDP), who was elected in 2008. The electoral boundaries were redrawn in 2003 and Kapuskasing became part of the Algoma-Manitoulin district.

4.3.2 Relevant Legislation and Policies

Northern Ontario Growth Plan
The Growth Plan for Northern Ontario (2011)\(^\text{22}\) guides provincial decision-making and investment through 2025. It aims to strengthen the region’s economy through economic diversification, new investment and entrepreneurship, and developing new and emerging high growth-potential sectors.


The Plan centres on six areas:

1. **Economy**, in particular the following sectors:
   - Advanced manufacturing.
   - Agriculture.
   - Aquaculture and food processing.
   - Arts, culture and creative industries.
   - Digital economy.
   - Forestry and related industries.
   - Minerals, mining supply and services.
   - Renewable energy and services.
   - Tourism.
   - Transportation, aviation and aerospace.
   - Health sciences.
   - Water technologies and services.

2. **People**.

3. **Communities**.

4. **Infrastructure**.

5. **Environment**.

6. **Aboriginal peoples**.

As part of the plan, the province has committed to creating five-year economic action plans for the region, as well as regional economic plans. The plan emphasizes regional economic development that recognizes the interconnectedness and distinct contributions of urban, rural and Aboriginal communities. Regional economic plans are intended to encourage long-term economic development, labour market development and infrastructure planning that span municipal boundaries. In addition, all municipalities are encouraged to develop long-term community strategies that incorporate elements of the Growth Plan.

Municipal leaders have called for the government to allocate specific resources to the Growth Plan, claiming that there has been little progress on its initiatives. In December 2013, Premier Kathleen Wynne and several cabinet ministers met in Timmins with municipal leaders from Northern Ontario to determine how the Growth Plan might be better implemented. They also discussed northerners’ perceptions that Queen’s Park has shown little regard for northern Ontario concerns.

**Crown Land Policies**

The Ontario Ministry of Natural Resources manages Crown lands through the authority of the *Public Lands Act*. To help guide both the day-to-day and long term management of Crown lands, Public Land Management Directives guide Ministry staff, stakeholders and the public in the administration, use, disposition and stewardship of Crown land.

The Policy provides strategic direction of the management of Ontario Crown Land, Lands Administration, Stewardship and Disposition, as well as Acquisition, Management, and
Compliance guidelines. The community must consult with the MNR in cases where its long-term activities or developments will involve Crown land.

**Mining Act Modernization**
In November 2012, the provincial government introduced new rules with respect to mineral exploration and development. The changes include the Mining Act Awareness Program, which requires all of those with prospector’s licenses to complete a training program by November 1, 2014. Another change since November 2012 allows Aboriginal communities to apply to have sites of cultural significance withdrawn from the land base, to prevent claims staking on traditional land.

Exploration companies must now submit their plans before any early exploration activities can take place, and surface rights owners must be notified. Ministry of Northern Development and Mines will notify any Aboriginal communities that would potentially be affected, and those communities would have the opportunity to provide feedback before the proposed activities could be carried out. Similar conditions apply to some early exploration activities that already have an exploration permit.

**4.3.3 Recent Municipal Plans and Reviews**

**Drinking Water Plan**
The municipality prepares a financial plan for its drinking water system every five years. The system—valued at $30M—consists of a treatment facility and a distribution system comprised of:
- 60 kms of distribution water main.
- 330 fire hydrants.
- 900 valves (not including the services valves or hydrant valves).
- One elevated water storage tank.

**Municipal Service Review**
Kapuskasing undertook a service delivery review with KPMG in 2013. Key findings included:
- The municipality consistently generates operating surpluses, and demonstrates long-term financial sustainability.

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26 KPMG. The Corporation of the Town of Kapuskasing Service Delivery Review. (June 2014).
• Town reserves have increased by $3.8 million over the past five years and have an annual average increase of 18%.
• In 2013 the Town employed 75 full time and 68 part-time or seasonal employees.
• 15% of the workforce is eligible to retire in the next 5 years; 80% of those eligible to retire were in Public Works

KPMG recommended the municipality increase the number of shared services it provides to neighboring communities to include group purchasing, shared fire administration, street sweeping, garbage collection and expanding the Kapuskasing – Moonbeam landfill site. The report also recommended implementing non-resident user fees for its municipal recreation facilities, standardized cost recovery and municipal subsidies provided to its recreation facilities and implement corporate programs, policies and systems to support staff (notably human resource training, performance and data management). Streamlining municipal administrative functions (e.g. online payments, integrating software programs, and charging back some administrative services to external organizations) and closing the crosswind runway at the Airport were also recommended.

Performance Measurement Report
In 2013 the municipality conducted and issued a Performance Measurement Report. It identifies objectives and results in various functional areas such as operating costs per household for various services, number of complaints from residents and incidents of crime. The full report is on the municipal website.

4.3.4 Shared Services with Other Municipalities
The municipality has established several partnerships with neighboring communities to provide shared services including:
• Municipal landfill is shared with Moonbeam and Tembec.
• By-law enforcement services are shared with Val Rita-Harty, and Moonbeam.
• Building inspection services are provided to communities along the Highway 11 North corridor from Opasatika to Smooth Rock Falls.
• Kapuskasing helps support the ski hill in Moonbeam.
• Animal Control services are shared with Val-Rita and Moonbeam

4.3.5 Kapuskasing Asset Management Plan
In 2013, the Town of Kapuskasing developed an Asset Management Plan. The Plan provides an assessment of infrastructure quality and outlines the potential cost of repairs (Table 4.5). It also identified municipal buildings, many of which are aging and facing significant upgrades or repairs (Table 4.6).
Table 4.5: Condition Assessment Results by Infrastructure Component (2013)\textsuperscript{27}

<table>
<thead>
<tr>
<th>Infrastructure</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Good</td>
</tr>
<tr>
<td>Roads</td>
<td>30%</td>
</tr>
<tr>
<td>Water mains</td>
<td>34%</td>
</tr>
<tr>
<td>Wastewater mains</td>
<td>35%</td>
</tr>
<tr>
<td>Storm sewers</td>
<td>22%</td>
</tr>
<tr>
<td>Bridges and culverts</td>
<td>40%</td>
</tr>
<tr>
<td>Buildings</td>
<td>50%</td>
</tr>
<tr>
<td>Vehicles</td>
<td>40%</td>
</tr>
</tbody>
</table>

Table 4.6: Building Asset Summary (2013)

<table>
<thead>
<tr>
<th>Facility/Infrastructure</th>
<th>Year built</th>
<th>Age (Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civic Center</td>
<td>1927</td>
<td>86</td>
</tr>
<tr>
<td>Fire Hall (Brunelle)</td>
<td>1971</td>
<td>42</td>
</tr>
<tr>
<td>Water Treatment Plant</td>
<td>2004</td>
<td>9</td>
</tr>
<tr>
<td>Waste Water Treatment Plant</td>
<td>1981</td>
<td>32</td>
</tr>
<tr>
<td>Water Well</td>
<td>1965</td>
<td>48</td>
</tr>
<tr>
<td>Water Tower</td>
<td>2009</td>
<td>4</td>
</tr>
<tr>
<td>Sports Palace</td>
<td>1973</td>
<td>40</td>
</tr>
<tr>
<td>Curling Club</td>
<td>1999</td>
<td>14</td>
</tr>
<tr>
<td>Donat Brousseau Pool</td>
<td>1960</td>
<td>53</td>
</tr>
<tr>
<td>Welcome Centre</td>
<td>1940</td>
<td>73</td>
</tr>
<tr>
<td>Airport (terminal)</td>
<td>1985</td>
<td>28</td>
</tr>
<tr>
<td>Riverside Park Pavilion</td>
<td>2000</td>
<td>13</td>
</tr>
</tbody>
</table>

4.4 Technology and Environmental Factors

4.4.1 Technology Infrastructure

Kapuskasing residents have access to high-speed and fibre optic-based internet and cellular services through NorthernTel, Ontera and KapOnline. BCE – the parent of NorthernTel – recently purchased Ontera through its Bell Alliant subsidiary. For the time being, Ontera continues to operate and offer products and services under its own name.

\textsuperscript{27}KPMG. Corporation of the Town of Kapuskasing Municipal Asset Management Plan. 2013.
Canadians spent more than $18.9B on line in 2012, an average of $1,450 and 13 transactions per person. This represents an increase of 24% over 2010, and 50% over 2007. Increasingly, consumers are ordering items from on-line providers even when they are available locally; for example, in Timmins, local businesses can order office supplies from Staples using its on-line catalogue, and the local store delivers the items the next day. In 2012, most on-line sales in Canada were for travel expenses, such as airline tickets, hotels and car rentals. Just 4% of purchases were for typical retail items such as gifts, clothing and electronics. However, this number has steadily increased over the past five years, and it is unlikely the trend will slow.

While we found no reported studies or statistics on technology uptake among local businesses, respondents in the community engagement process believe it can be improved. Doing so would better position local firms to take advantage of tourism and export opportunities, both of which rely heavily on internet-based communication and e-commerce functionality.

4.4.2 Environmental Factors

Geographic Location
Kapuskasing gets its name from the nearby Kapuskasing River, on which it was founded in 1917. The town lies in the heart of the Great Clay Belt, a swathe of moist, fertile soil that runs through northeastern Ontario’s Boreal forest. The region is heavily forested, and its rivers and lakes form part of the Arctic Watershed, which drains into James Bay.

The nearest urban centre is Timmins, 166 km to the southeast.

Climate
Residents experience four distinct seasons (Table 4.8). Winters are long and very cold, with annual snowfall typically reaching 300 cm. Summers are hot and typically sunny but short, with a growing season of 80 to 90 days. However, Kapuskasing’s relatively high northern latitude (49N) means that summer days are long, with up to 16 hours of daylight in June and July.

Natural Resources Canada classifies Kapuskasing as Agriculture Zone 2b, meaning that perennial plants must be hardy enough to withstand wintertime temperature extremes of -43C.

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29 Town of Kapuskasing website accessed September 22, 2015.
http://www.kapuskasing.ca/TownHall/AboutKapuskasing/History/default.aspx
### Table 4.8: Seasonal Climate Means and Extremes

<table>
<thead>
<tr>
<th>Month</th>
<th>Average High °C</th>
<th>Average Low °C</th>
<th>Mean Temp °C</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>-12</td>
<td>-24</td>
<td>-18</td>
</tr>
<tr>
<td>April</td>
<td>8</td>
<td>-5</td>
<td>1</td>
</tr>
<tr>
<td>July</td>
<td>24</td>
<td>11</td>
<td>17</td>
</tr>
<tr>
<td>October</td>
<td>8</td>
<td>0</td>
<td>4</td>
</tr>
</tbody>
</table>

### Transportation

The community is located on TransCanada Highway 11. The nearest four-lane highway is at North Bay, almost 500 km to the south on Highway 11. The only section of the TransCanada highway in the country that is not four-laned runs through northern Ontario. Road maintenance has become an increasingly contentious issue between Northern MPPs and the provincial government. Moreover, the extremes in climate and the increased wear-and-tear from industrial trucking often result in greater highway maintenance costs than those experienced in southern Ontario. The New Democratic Party began compiling a Northern Roads Report in early 2012 to document the state of Ontario’s northern road network in a bid for more funding.

The Kapuskasing Airport features a 5,500 foot runway, a modern terminal, fuelling amenities, maintenance facilities and car rental agencies. Bearskin Airlines is the main service provider in the area, offering charters and daily scheduled flights to Winnipeg, Thunder Bay, Sudbury, Timmins and points in between. Access to a range of scheduled flights in a relatively small community is a considerable competitive advantage relative to other communities of Kapuskasing’s size.

Ontario Northland provides passenger and bus parcel express services. There is no passenger rail access.

The Town of Kapuskasing provides transportation to persons who are physically or developmentally disabled. The accessible bus service, KABS (Kapuskasing Accessible Bus Service), is available Mondays through Saturdays for a nominal fee.

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30 [http://canada.distancesonline.com/North-Bay/Kapuskasing](http://canada.distancesonline.com/North-Bay/Kapuskasing)


5.0 SWOT Analysis

A SWOT analysis examines the existing strengths, weaknesses, opportunities and threats affecting an organization (Table 5.1).

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Diversified workforce demographic.</td>
<td>1. Aging infrastructure (e.g. pool, arena).</td>
</tr>
<tr>
<td>2. Strong, committed municipal leadership.</td>
<td>2. Some municipal managers lack depth of experience.</td>
</tr>
<tr>
<td>3. Experienced workforce.</td>
<td>3. Lack of public communication.</td>
</tr>
<tr>
<td>4. Internal recognition and willingness to support municipal workforce development.</td>
<td>4. Internal communications are neither strategic nor formalized.</td>
</tr>
<tr>
<td>5. Willingness to acknowledge and address customer service issues.</td>
<td>5. Constrained financial resources.</td>
</tr>
<tr>
<td>7. Positive relationship with residents.</td>
<td>7. Human resource management is not strategic.</td>
</tr>
<tr>
<td>8. Cohesive Council, with good mix of experience and new ideas.</td>
<td>8. Lack of team approach; us vs. them.</td>
</tr>
<tr>
<td>9. Municipality offers wide variety of services.</td>
<td>9. Poor project planning and follow-up.</td>
</tr>
<tr>
<td>10. Demonstrates financial responsibility.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Build a cohesive municipal brand story using the new logo as a foundation.</td>
<td>1. Aging regional workforce.</td>
</tr>
<tr>
<td>2. Increase revenue-generating agreements with other communities.</td>
<td>2. Increasing tension between residents and First Nation evacuees.</td>
</tr>
<tr>
<td>3. Restructure user fees to include cost recovery from non-residents.</td>
<td>3. Ongoing threat of mill closure.</td>
</tr>
<tr>
<td>4. Partner in more regional projects.</td>
<td>4. Perception of youth outmigration.</td>
</tr>
<tr>
<td></td>
<td>5. Ongoing provincial downloading.</td>
</tr>
<tr>
<td></td>
<td>6. Stagnant housing market.</td>
</tr>
</tbody>
</table>

Strengths and weaknesses are internal factors generally within an organization’s control. An organization’s assets and resources are its strengths. Weaknesses are issues that prevent the organization from operating at peak efficiency and effectiveness. Opportunities and threats are external factors largely outside the organization’s control. Opportunities are potential strategies the community could implement, or external circumstances that may be capitalized upon. Threats may be mitigated by developing plans to reduce risk, or by exploring whether they can be turned into opportunities. This SWOT informs the Municipal Business Plan in that it builds on the organization’s strengths, minimizes weaknesses, capitalizes on opportunities, and mitigates threats.
6.0 Strategic Directions and Recommendations

A strategic plan is organized by themes, sometimes called *Strategic Directions*. These are the high-level business strategies on which the municipality will focus over the term of the plan. The directions should closely align with the vision, mission and corporate values, and must also address major issues identified during the community assessment process.

Developing strategic directions involves considering not only the opportunities and potential projects identified, but also the SWOT Analysis, environmental scan, and best practices in organizational development. These directions also represent deliberate strategic decisions made by the Steering Committee. Each direction includes a cluster of projects, and in turn each project has goals that address specific weaknesses, opportunities or threats.

There are five directions in the plan, as illustrated in Figure 6.1:

2. Strengthen Leadership Capacity.
4. Support a Culture of Innovation.
5. Implement Infrastructure Initiatives.

![Figure 6.1: Strategic Directions for Town of Kapuskasing](image)
There are 23 projects (three to eight projects under each direction), each of which contributes to the achievement of the vision and mission (Table 6.1). These projects are discussed in Section 7.

Table 6.1: Summary of Strategic Plan Projects

<table>
<thead>
<tr>
<th>Embed Customer Service Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1.1 Assess customer satisfaction levels and seek to maintain high service quality.</td>
</tr>
<tr>
<td>7.1.2 Formalize efforts to improve customer service.</td>
</tr>
<tr>
<td>7.1.3 Implement and integrate additional client-facing on-line transactional tools.</td>
</tr>
<tr>
<td>7.1.4 Implement a customer relationship management tool.</td>
</tr>
<tr>
<td>7.1.5 Establish an Open Government Strategy to engage residents.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strengthen Leadership Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.2.1 Complete job descriptions for all municipal staff positions.</td>
</tr>
<tr>
<td>7.2.2 Establish performance appraisals for all staff positions.</td>
</tr>
<tr>
<td>7.2.3 Develop individualized training plans for all staff.</td>
</tr>
<tr>
<td>7.2.4 Develop succession plans for senior leadership roles.</td>
</tr>
<tr>
<td>7.2.5 Transition Human Resources department to strategic management orientation.</td>
</tr>
<tr>
<td>7.2.6 Support the development of leadership capacity in the community.</td>
</tr>
<tr>
<td>7.2.7 Continue to lead and support regional initiatives (e.g. NECN).</td>
</tr>
<tr>
<td>7.2.8 Proactively engage Aboriginal partners.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Develop a Long-term Financial Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.3.1 Evaluate and implement new municipal revenue-generating opportunities.</td>
</tr>
<tr>
<td>7.3.2 Continue to identify and implement operational efficiencies.</td>
</tr>
<tr>
<td>7.3.3 Support efforts to grow and diversify the tax base.</td>
</tr>
<tr>
<td>7.3.4 Establish a long-range financial strategy to implement the ten-year capital plan.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Support a Culture of Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.4.1 Align HR practices and reward systems with risk taking and innovation initiatives.</td>
</tr>
<tr>
<td>7.4.2 Support improved internal communication and collaboration.</td>
</tr>
<tr>
<td>7.4.3 Establish a formal system to evaluate feasibility of new projects and ideas.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Implement Infrastructure Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.5.1 Consult residents around infrastructure needs and priorities.</td>
</tr>
<tr>
<td>7.5.2 Adjust and implement the ten-year capital plan.</td>
</tr>
<tr>
<td>7.5.3 Establish a Community Improvement Plan.</td>
</tr>
</tbody>
</table>

6.1 Aligning Strategic Plan Projects with the SWOT Analysis

Table 6.2 demonstrates how each key direction addresses the issues identified in the SWOT analysis. This project alignment exercise is important because it acts as a checklist. It demonstrates that each recommendation addresses major issues identified during the planning process. It also highlights strengths that community leaders can leverage to execute the projects.
Table 6.2: SWOT Alignment Table

<table>
<thead>
<tr>
<th>Strategic Directions and Projects</th>
<th>Leverages Strength</th>
<th>Addresses Weakness</th>
<th>Leverages Opportunity</th>
<th>Mitigates Threat</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Direction 1: Embed Customer Service Excellence</strong></td>
<td>1,2,3,4,5,7,9</td>
<td>3,4,7,8,9</td>
<td>1</td>
<td>2,4,5</td>
</tr>
<tr>
<td><strong>Direction 2: Strengthen Leadership Capacity</strong></td>
<td>1,2,3,4,5,8</td>
<td>2,4,6,7,8,9</td>
<td>2,4</td>
<td>5</td>
</tr>
<tr>
<td><strong>Direction 3: Develop a Long-term Financial Strategy</strong></td>
<td></td>
<td>6,10</td>
<td>5,9</td>
<td>2,3,4</td>
</tr>
<tr>
<td><strong>Direction 4: Support a Culture of Innovation</strong></td>
<td>1,2,3,4,6,8,9</td>
<td>3,8,9</td>
<td>2,4</td>
<td>4,5,6</td>
</tr>
<tr>
<td><strong>Direction 5: Implement Infrastructure Initiatives</strong></td>
<td>1,2,5,8,10</td>
<td>1,5,9</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

Clustering projects under major “strategic directions” makes it easier to include Strategic Plan considerations in your day-to-day decision-making. For example, imagine a new funding program emerges for a project that falls under one of these directions but has not been explicitly identified in the Plan. It may be appropriate to modify your plan by incorporating the new project, if you have the resources available to execute it. As government policies and other external forces change, your plan can evolve so it remains relevant.

Organizing strategy along the lines of major directions allows you to ensure that what you’re doing still addresses underlying issues strategically, even if individual projects have to change.

### 6.2 Maintaining the Focus on Strategic Priorities

A Strategic Plan should help everyone in the organization understand not only “what’s in” but also “what’s out.”

One challenge many organizations have is that resources become spread too thinly, as they feel obligated to pursue each new opportunity that emerges. It’s essential to stick to the priority areas (directions), so that staff and partners focus their efforts on complementary projects that build and support one another. When new opportunities do not align with any of the strategic directions, staff should think very carefully about whether to allocate scarce resources to something that is not considered “strategic”. The following section describes each of the projects in your strategic plan.
7.0 Recommendations by Strategic Direction

7.1 Embed Customer Service Excellence

**Expected outcomes for this Direction include:**
- Baseline satisfaction rates established through surveys.
  - Goals set for customer satisfaction.
  - Customer Service and Open Government strategies developed.

2015

2016
- Implemented Customer Relationship Management tool.

2017
- Residents surveyed to determine service satisfaction improvements.

2018
- Residents surveyed to determine service satisfaction improvements.

The municipality’s leadership is committed to providing excellent customer service to all stakeholders. To achieve this, the organization will:

7.1.1 Assess customer satisfaction levels and seek to maintain high service quality.
- Collect baseline data. Consider conducting a residential survey (to be completed bi-annually thereafter), or incorporating brief post-transaction exit surveys.
- Using baseline data, establish baseline satisfaction levels and reasonable objectives for improving satisfaction with key services.

7.1.2 Formalize efforts to improve customer service.
- Establish and formalize appropriate customer service standards. This should include an assessment of current service processes and policies, such as external communication, relationship management, staffing levels, hours of operation, online availability, etc.
- Establish measurable objectives and a means of evaluating the success of each project element.
- Identify sources and methods of training staff for enhanced customer service delivery, and explore potential funding sources.
- Develop schedule and train all staff.
- Evaluate customer service strategy and make revisions as needed to continue.

7.1.3 Implement and integrate additional client-facing on-line transactional tools to improve customer convenience and reduce costs.
- Research how similar-sized communities have addressed this need and identify viable solutions for Kapuskasing.
- Develop a plan to purchase, install and maintain system.

7.1.4 Implement a customer relationship management tool.
• Research how similar-sized communities have addressed this need and identify a viable solution for Kapuskasing. System should include issue tracking and resolution capabilities, and prioritize residents’ health and safety concerns.
• Develop a plan to purchase, install and maintain the system.

7.1.5 Establish an Open Government Strategy to engage residents.
Open Government is a movement to make governments more open, accountable and responsive to the public.34
• Assign the Open Government Strategy to a senior staff person.
• Develop an Open Government Strategy to improve transparency, access to information, resident awareness, and increase opportunities for stakeholder and public engagement. This may include such channels as regular updates via website, on-line FAQ section, meaningful social media engagement (i.e. inform and educate residents, and conduct conversations as opposed to simply posting pictures and announcements) and face-to-face discussions.
• Engage the public to provide residents with a meaningful voice in planning and decision-making. With deliberate and collaborative engagement with residents, government can better understand the public interest, capture new ideas to create new partnerships, policies and services that address resident’s needs.
• Proactively publish non-confidential municipal and related agencies’ data and documents in a timely manner, free of charge on the municipal website to assist with public engagement and awareness.
• Table an annual report to communicate the progress made on the Open Government Strategy.

7.2 Strengthen Leadership Capacity
Expected outcomes for this Direction include:
2015 - Support community and regional projects that align with strategic goals.
2016 - Revised job descriptions, training programs and consistent performance appraisals for all staff.
- Succession plan in place.
2017 - Implement staff and Council training programs.

Kapuskasing has a diverse workforce that is willing to learn and take on new challenges. A structured approach to staff development will help develop internal and regional leadership. To achieve this the organization will:

7.2.1 Complete job descriptions for all municipal staff positions.
   - Establish a template to guide the development of consistent job descriptions.
   - Identify positions for which there is no job description, or for which the description must be updated, and prioritize their completion.
   - Ensure remaining job descriptions align with the template.
   - Ensure that human resource policies identify a process for regularly reviewing and updating job descriptions.

7.2.2 Establish performance appraisals and a system of ongoing monitoring are in place for all staff positions.
   - Establish a consistent process (including procedures, forms and responsibilities) for appraising performance. Appraisals should include a section on the individual’s need for/desire for appropriate professional development.
   - Ensure that human resource policies reflect the process for regularly conducting, reviewing and updating performance appraisals.

7.2.3 Develop individualized training plans for all staff. Build internal capacity of staff by providing skills development opportunities tailored to their position and individual needs.
   - Ensure that Human Resource Policy includes a comprehensive section on professional development, including responsibilities, evaluation mechanisms and tracking processes.
   - Develop a process for tracking professional development requirements generated from performance appraisal process. This should be part of any human resources management software you consider.
   - Establish criteria for prioritizing training budget allocation.
   - Ensure that annual department budgets include training allowances.
   - Identify required training courses and prepare annual budget.
   - Implement training activities and evaluate effectiveness.

7.2.4 Develop succession plans for senior leadership and other key roles.
   - Identify job titles that require succession planning support. Criteria may include importance of role to organization or community (e.g. CAO), educational or experience requirements, and incumbent timeline to retirement.
• Inventory key job requirements, and assess the skills/education/experience that potential internal candidates have relative to those jobs.
• Develop a plan to fill the gaps between needs and skills/education/experience with targeted training and development activities. Ensure that the outcome of the succession plan is reflected in individual training and professional development plans during the performance appraisal process (see 7.2.3).

7.2.5 Hire (or share a skilled professional with another municipality) to support strategic allocation and development of human resources (e.g. succession planning, organizational change, performance management and measurement, communication, policy development, retention, etc.).
  • Identify processes and tasks required to update current approach to human resource management.
  • Consult with other similar-sized municipalities to identify potential partners and/or resources to facilitate transitioning current human resource management to one with a strategic orientation.
  • Identify/allocate financial resources required.
  • Develop a job posting or RFP for contract services to address gaps.

7.2.6 Support the development of leadership capacity in the community (e.g. provide training and professional development opportunities in proposal writing, governance, volunteer development, etc.).
  • Support Community Development in efforts to secure funding or create partnerships to promote skills transfer to local organizations.

7.2.7 Continue to lead and support regional initiatives.
  • Explore community and economic development opportunities with regional municipalities and other partners (e.g. NECN)

7.2.8 Proactively engage Aboriginal partners.
Municipal governments can take a leadership role in rebuilding relationships with Aboriginal peoples.
  • Kapuskasing will be proactive in building positive relationships, common understanding and explore partnership opportunities with area Aboriginal people and organizations.
  • Staff and Municipal leaders will participate in cross-cultural training and events to improve their understanding of cultural issues and concerns.
7.3 Develop a Long Term Financial Strategy

Expected outcomes for this Direction include:

2015 - Opportunities for shared services identified.
2016/17 - Shared services that are considered feasible are implemented.
2017 - Opportunities for internal efficiencies are identified and implemented.
       - Savings communicated to residents.
2017/18 - Opportunities for revenue generating identified, evaluated for feasibility and made public.

As in other northern municipalities, Kapuskasing’s tax base remains static, provincial service
downloads have been increasing and government funding opportunities are decreasing.
Kapuskasing has however created several revenue generating activities to offset lost revenue
from other sources. To ensure long-term sustainability the Municipality will:

7.3.1 Evaluate and implement new municipal revenue-generating opportunities.
   • Research opportunities to increase number of shared services with other
   communities, e.g. snowplowing, garbage pick up, human resource management,
   and other corporate services).
   • Explore changes to service fees that are more aligned with cost recovery.

7.3.2 Continue to identify and implement operational efficiencies
   • Develop an Operations Efficiency committee comprised of 6-8 staff members
     from across the organization. Establish a Terms of Reference.
   • Develop a formal program for soliciting money-saving ideas from staff and
     members of the public. This should include criteria for submission, and processes
     for acknowledgement, implementation and recognition.
   • Examples to explore include: develop and implement an IT strategy that
     integrates corporate systems; consider moving Community Development to EDC
     for resource sharing and workload management.

7.3.3 Support efforts to grow and diversify the tax base.
   • Support KEDC’s mandate to create conditions conducive to business retention
     and expansion. This may include allocating additional funds for marketing
     development and materials.
   • Research contemporary site selection criteria for businesses and residents and re-
     align marketing materials to reflect ways that Kapuskasing meets them.

7.3.4 Establish a long-term financial strategy to implement the ten-year capital plan.
• This should include establishing annual contribution levels to a reserve fund to pay for future infrastructure costs, formalizing methods to maximize funding opportunities, etc.

7.4 Support a Culture of Innovation

Expected outcomes for this Direction include:

2015 - New policies and processes for internal communication and collaboration.
   - Explore issues around merging CDC and EDC and develop a process.
2016 - HR practices are explicitly aligned with innovation and measured risk taking.
   - New policy with criteria for vetting municipal projects.
2017 - Merged CDC and EDC.

Kapuskasing’s municipal staff and leaders have expressed a willingness to take on new challenges. To help organizations stretch, leaders can ensure that organizational structures and practices support innovation if they:

7.4.1 Align HR practices and reward systems with risk taking and innovation initiatives.
   • See 7.2.5 and 7.3.2.

7.4.2 Provide employees with tools that support open discussion, collaboration and communication.
   • Consult with other municipalities and identify best practices for internal communication in organizations of a similar size to Kapuskasing.
   • Formalize an internal communication policy that includes communications objectives, responsibilities of managers and employees, expected frequency, channels to be used, evaluation mechanisms, etc.
   • Identify technology, financial and other requirements needed to support communication policy.
   • Provide awareness training to all municipal staff on new communications protocols, policies and tools.
   • Implement new communication process and evaluate effectiveness as per policy.

7.4.3 Establish a formal system to evaluate feasibility of new projects and ideas (this may be combined with the process to evaluate cost-saving ideas, see 7.3.2).
7.5 Implement Infrastructure Initiatives

Expected outcomes for this Direction include:

2015/16 - Residents surveyed on asset and infrastructure priorities.
  - Consultations for Community Improvement Plan
2016 - Plan for health & safety priorities established.
  - Revised, public Ten-Year Capital Plan.
    - Streetscape Design Guidelines developed for Community Improvement Plan
  - Community Improvement Plan launched.
2018 - Revisit Ten-Year Capital Plan and revise as necessary.

As with many municipalities in Ontario, Kapuskasing’s infrastructure is aging. To renew and maintain assets in a sustainable manner the municipality will:

7.5.1 Engage residents in open discussions about infrastructure needs, priorities, design and service level expectations for infrastructure and recreation improvements.
   - Consider on-line surveys and public meetings to solicit opinions and ideas from residents (see also 7.1.5)
   - Incorporate this feedback in the development of a tool to establish priorities and standards of infrastructure development.
   - Strategic planning data suggests residents would prefer to prioritize health, recreation, and safety issues when renewing community infrastructure.

7.5.2 Adjust and implement the ten-year capital plan based on public involvement, and execute the long-range financial strategy.
   - Update the plan regularly (e.g. quarterly or bi-annually) and post it on the municipal website to highlight transparency of process.
   - Communicate the ten-year capital plan and results to residents, staff and Council.

7.5.3 Establish a Community Improvement Plan.

The Community Improvement Plan program (CIP) is a tool available to Ontario municipalities under the Provincial Planning Act (Section 28) to support municipal redevelopment and revitalization goals. A CIP supports municipally-driven objectives by providing grants and/or loans to the private sector to:
   - Stimulate private investment.
   - Promote “place-making” to attract business development, celebrate local heritage and support cultural tourism.
   - Promote brownfield cleanup or redevelopment.
• Make more effective use of existing community infrastructure.
• Develop public space, parks, signage and landscaping improvements (e.g. tree planting).

CIPs must specify the areas of the community that are included in the CIP (although entire communities can be designated). Kapuskasing could consider focusing the CIP on key areas such as the TransCanada route and the downtown area known as “The Circle”. Other locations for improvement may consider the Cultural Mapping and Marketing Strategy Report (2012) for the various Geographic Hubs it identified (see Table 7.5).

Grant or loan programs (e.g. for façade or signage improvements, brownfield improvements, energy efficiency, park upgrades, etc.) often form part of a CIP. The municipality should consider a Streetscape Design Plan to accompany the CIP. Streetscape design plans set out the guidelines for beautification, signage, street furniture, and pedestrian crossings (among other elements). CIP grant applicants generally must conform to the Streetscape Design Plan as a condition of grant approval. Design Plans for Kapuskasing could build on the themes identified in the 2012 Cultural Mapping Initiative and Marketing Strategy (again, see Table 7.5); this report also recommended the need for “walkable” connectivity between these geographic hubs.35

### Table 7.5 Identified Hubs and Associated Cultural Themes in Kapuskasing Cultural Mapping Initiative and Marketing Strategy Report (2012)

<table>
<thead>
<tr>
<th>Geographic Hub</th>
<th>Key Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>History Hub</td>
<td>Sculpture Theme</td>
</tr>
<tr>
<td>Shopping Hub</td>
<td>Lumberjack Theme</td>
</tr>
<tr>
<td>Sports Hub</td>
<td>French Music Theme</td>
</tr>
<tr>
<td>Riverfront Hub</td>
<td>Outdoor Gateway Theme</td>
</tr>
<tr>
<td>(Area unspecified)</td>
<td>Ukranian History Theme</td>
</tr>
</tbody>
</table>

CIPs do not require provincial approval. However, in accordance with the Planning Act, municipalities must consult with the Ministry of Municipal Affairs and Housing on the preparation of proposed plans, and must provide the Ministry with notice of adoption of

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a CIP. Municipal staff can prepare the CIP; the Ministry of Municipal Affairs and Housing offers a guide to municipalities to help them prepare the CIP (see: http://www.mah.gov.on.ca/Page1297.aspx).

Many municipalities have CIP programs. The Town of Hearst, for example, established its CIP in 2009 and has invested over $300,000 in grants to Highway 11 businesses. In 2014, this generated $1.4 million in investment from 21 local firms. Results included façade improvement, bilingual signage, and paving projects to improve parking.

8.0 Timeline and Implementation

We suggest that your senior management team regularly revise the Plan’s timeline to ensure that it addresses and balances departmental priorities.

Table 8.1 outlines the timeline for implementing the Strategic Plan.

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### Table 8.1: Suggested Implementation Timeline

<table>
<thead>
<tr>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
</tr>
</tbody>
</table>

#### 7.1 Embed Customer Service Excellence

**7.1.1 Assess customer satisfaction levels and maintain high service quality.**
- Collect baseline data.
- Establish baseline satisfaction levels and objectives.

**7.1.2 Formalize efforts to improve customer service.**
- Establish and formalize customer service standards.
- Establish measurable objectives and evaluation mechanism.
- Identify required training and access funding.
- Implement training activities.
- Assess effectiveness of initiatives and adjust as required.

**7.1.3 Implement and integrate additional online transactional tools.**
- Identify priority areas and conduct research.
- Develop a technology plan.
- Access or allocate funding and implement plan.

**7.1.4 Implement a customer relationship management tool.**
- Conduct research and identify feature requirements.
- Seek funding and/or allocate budget to purchase system.
- Implement system.
- Train staff on system.

**7.1.5 Develop an Open Government Approach.**
- Assign a lead staff person.
- Develop an Open Government Plan.
- Engage the Public.
- Proactively publish non-confidential data and documents.
- Table an annual Open Government report.

#### 7.2 Strengthen Leadership Capacity

**7.2.1 Complete job descriptions for all municipal staff positions.**
- Develop and approve standardized job description format/template.
- Identify job descriptions that need to be developed/updated.
- Ensure all job descriptions align with the job template.
- Develop and adhere to job description renewal/verification process.

**7.2.2 Ensure performance appraisals are in place for all staff positions.**
- Develop and implement a performance appraisal process.
- Develop and adhere to performance appraisal processes.

**7.2.3 Develop individualized training plans for all staff.**
- Ensure HR Policy includes section on professional development.
- Develop process to track professional development plans from PAs.
- Establish criteria for prioritizing training budget allocation.
- Ensure that department budgets include training allowances.
- Identify required training courses and prepare annual budget.
- Implement training activities and evaluate effectiveness.

**7.2.4 Develop succession plans for senior leadership & key roles.**
- Identify and prioritize critical succession planning job vacancies.
- Inventory key job skills and assess potential internal candidates.
- Develop a plan to fill gaps between needs and existing capacity.
### 7.2.5 Transition HR to a strategic management orientation.
- Identify processes and tasks required to update current approach.
- Identify potential partners and resources to assist.
- Identify/allocated financial resources required.
- Develop job posting or RFP for services to address gaps.
- Implement recommendations for transition.

### 7.2.6 Support the development of leadership capacity in the community.
- Support Community Development re: skills transfer.

### 7.2.7 Continue to lead and support regional initiatives (e.g. NECN).

### 7.2.8 Proactively build relationships with Aboriginal peoples.

### 7.3 Develop a Long Term Financial Strategy

#### 7.3.1 Evaluate/implement new revenue-generating opportunities.
- Increase number of shared services with other communities.

#### 7.3.2 Continuously identify and implement operational efficiencies.
- Develop Operations Efficiency Committee.
- Develop formal program to solicit cost-saving ideas.

#### 7.3.3 Support efforts to grow and diversify the tax base.
- Support KEDC’s mandate to create conditions conducive to BRE.
- Research site selection criteria and re-align marketing materials.

#### 7.3.4 Establish a long-range financial strategy for ten-year capital plan
- Establish annual contribution levels, create reserve fund, etc.

### 7.4 Support a Culture of Innovation

#### 7.4.1 Align HR practices and rewards with risk taking and innovation.

#### 7.4.2 Support improved internal communication and collaboration.
- Identify best practices for communications.
- Formalize internal communication policy.
- Identify technology and other resources needed to support policy.
- Training all staff re: new communications expectations.
- Implement new process and evaluate effectiveness as per policy.

#### 7.4.3 Establish a formal system to evaluate feasibility of new projects.

### 7.5 Implement Infrastructure Initiatives

#### 7.5.1 Consult residents around infrastructure needs and priorities.
- Incorporate feedback in prioritization exercise.

#### 7.5.2 Adjust and implement the ten-year capital plan.
- Communicate the plan’s results and progress widely.
- Update the plan regularly.

#### 7.5.3 Establish a Community Improvement Plan.
- Research other municipal CIP programs.
- Draft CIP for Kap.
- Consult on CIP approach.
- Establish Streetscape Design Guidelines.
- Approve & launch CIP.
Appendix A: Funding Programs

Funding programs are listed in alphabetical order.

1. BEAM Program
The Broadband for E-business and Marketing Program can provide businesses with 75% of the costs of website development and/or improvements, to a maximum of $5,000. BEAM helps alleviate some of the associated costs of establishing your business online or for the costs associated with implementing or upgrading E-business applications.

The BEAM program provides a framework to help business owners define their business objectives and ensure that the right technology is implemented to achieve the desired outcomes. It does this by addressing the gap between a non-technical business owner and their vendor, as business objectives are clearly defined prior to the implementation of E-business tools. BEAM is designed to allow the business to identify and easily implement E-business applications, as the program focuses on how the business objectives are going to be achieved.

Note: BEAM applicants are required to attend a pre-consultation session with NEOnet advisors. Visit www.neonet.on.ca for more information on this program.

2. Canada’s New Horizons for Seniors
Organizations that want to help seniors make a difference in the lives of others, and in their communities, are eligible to receive federal grants and contributions funding. Projects must be led or inspired by seniors and address one or more of the following five program objectives:

- Promoting volunteerism among seniors and other generations.
- Engaging seniors in the community through the mentoring of others.
- Expanding awareness of elder abuse, including financial abuse.
- Supporting the social participation and inclusion of seniors.
- Providing capital assistance for new and existing community projects and/or programs for seniors.


3. Culture Development Fund
This fund seeks to strengthen cultural organizations and their leadership, helping them to increase their knowledge and skills. This will help organizations become better at what they do and more successful in achieving their mandates. Increased performance through new and innovative projects will build the capacity of the sector, leading to a stronger and more stable culture sector. The program priorities are to:

- Develop stronger boards and advisory committees.
- Create more effective collaborations and partnerships.
- Improve planning, financial and digital capabilities.
- Make strategic use of emerging new media and social media.
Applicants can apply as individual organizations or as consortia members. Eligible organizations include:

- Cultural service organizations.
- Non-profit culture industry umbrella organizations.
- Trade associations and sector councils.
- Ontario-based not-for-profit arts & heritage organizations with a regional or provincial impact, public libraries & public library organizations.
- For-profit cultural industries companies in a consortium led by a trade association, sector council or other umbrella organization.
- A consortium of 3 or more organizations in a cultural sector; arts, cultural media industry, heritage or libraries (2 or more organizations serving communities with a population under 20,000 or located in North Region).
- A distinct ethno-cultural community organization with an aim to develop a professional arts practice.
- National arts, heritage or cultural media industry organizations with a project that provides significant benefit to Ontario.
- Municipalities.
- Local Service Boards.
- First Nations Inuit and Métis band and tribal councils and organizations.


4. FedNor’s Community Economic Development Fund

This program funds activities related to community economic development, including those that leverage key economic sectors, such as mining and forest industries, tourism, agri-food, information and communications technology, renewable energy and manufacturing. Examples of eligible project activities include:

- Strategic and business planning, sector or industry analysis, feasibility, marketing and engineering studies, recovery plans, workforce attraction and retention strategies, community investment readiness plans, inventories of community assets and community profiles.
- Strengthening communities’ economic foundations, including industrial and commercial assets and industrial/business parks, downtown revitalization, and waterfront development.
- Implementation of priority initiatives identified in economic development plans that demonstrate strong economic results.
- Youth internships assist with projects related to community economic and business development.

In Northern Ontario, FedNor received $4M over five years through the EDI to support business and economic development activities that develop new expertise in innovation, economic diversification and business growth in Northern Ontario’s Francophone communities (the official language minority community) and capitalize on economic opportunities made possible through linguistic duality. Eligible activities include
• Regional initiatives to help OLMC arts and cultural sectors (e.g. festivals and events) to become stronger generators of economic impacts for communities;
• Strengthen and capitalize on the economic/business opportunities associated with the French language, cultural sector and niche products;
• Help key OLMC initiatives keep pace with technological change, the digital economy, particularly new media and social media (in French);
• Enhance OLMC economic or business development through models tailored to specific needs (e.g., cooperatives, one-stop multi-service centres);
• Undertake a feasibility study or implement a plan to establish a one-stop Francophone multi-service centre.

See the website at http://fednor.gc.ca/eic/site/fednor-fednor.nsf/eng/fn03440.html for more information.

5. Heritage Organization Development Grant Program
The Heritage Organization Development Grant (HODG) program is an annual operating grant program administered through the Culture Programs Unit of the Ministry of Tourism, Culture and Sport.

The HODG program is designed to promote public awareness of Ontario’s rich and diverse heritage. The ministry has provided funding to historical societies, museums and other heritage associations for a number of years. The program provides these groups, located throughout the province, with a portion of their annual operating support. Historical societies and other eligible heritage organizations are non-profit bodies that are actively involved in local outreach activities such as the production of displays and promotional materials, public programs, lecture series, walking tours and special activities designed to inform and educate the general public about their community heritage. For details, visit http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/OSAPQA005136

6. Ministry of Tourism Culture and Sport’s Celebrate Ontario
The Ministry of Tourism, Culture and Sport provides grants through its Celebrate Ontario fund to festivals and events that celebrate diversity, heritage and culture. Eligible organizations that can apply to Celebrate Ontario include:

- Private enterprises, registered not-for-profits, municipalities, First Nations, and other legally incorporated entities.


7. Ministry of Tourism Culture and Sport’s Ontario Cultural Attraction Fund (OCAF)
Funds from the Ministry of Tourism, Culture and Sport OCAF program aim to increase cultural tourism by providing investments to assist Ontario organizations to develop, promote and present one-off or first time events, or a significant expansion of existing activity, which are designed to attract new tourists and visitors to cultural events. The applicant organization must be an incorporated Ontario-based, not-for-
profit and/or charitable professional arts, heritage or cultural organization or an Ontario municipality or municipal agency that is undertaking a major project in the arts or heritage sector. The organization must have been in existence for at least one year. Visit http://www.ocaf.on.ca/application/eligibility/ for more information.

8. Ministry of Tourism, Culture and Sport’s Tourism Development Fund

The Ministry of Culture, Tourism and Sport’s Tourism Development Fund supports projects that encourage tourism investment, tourism product development and industry capacity building. The Tourism Development Fund program provides non-capital, project-based funding to:

- Support the creation or revitalization of tourism attractions, sites and experiences.
- Support innovative product development for emerging sectors that have demonstrated market potential.
- Enhance the quality of tourism services, businesses and practices through training.
- Assist with tourism planning and capacity support to ensure that the tourism industry is well positioned to make future strategic decisions, address issues and opportunities.
- Assist communities with investment readiness, investor relations, investment attraction and communications.


9. Ministry of Training, Colleges and Universities’ Ontario Targeted Wage Subsidy

The Ontario Targeted Wage Subsidy is designed to provide on-the-job work experience to unemployed people who are eligible to receive Employment Insurance and are experiencing difficulty in finding work. It is meant to enable employers to hire people who face barriers to employment (people they might not otherwise hire) by offering temporary wage subsidies.

Organizations eligible to apply for the Ontario Targeted Wage Subsidy include:

- Businesses, non-profit organizations, municipalities, First Nations councils, public health and educational institutions.

Visit www.ontario.ca/employmentontario for more information.

10. Ontario Arts Council

Aboriginal Artists in Schools

This program supports Aboriginal artists and Elders to work in Ontario schools individually or with a partner to provide arts learning experiences. These arts experiences can:

- Be one artistic discipline or many.
- Include cultural learning.
- Be up to 150 hours.
The names of Aboriginal artists and Elders who receive funding will appear on a list. The list is used by teachers, principals and school administrators to identify and invite grant recipients into their schools all over Ontario. Schools that can access this program include all First Nations schools, all public schools and any private school registered with the province. The OAC provides additional travel funds to grant recipients if they wish to work in schools outside their community. This program is open to Ontario Aboriginal artists of any discipline and Elders interested in working with learners on projects taking place in Ontario schools. For more information, visit http://www.arts.on.ca/Page2774.aspx

**Artists in the Community/Workplace**

This program encourages artists and arts organizations from all arts disciplines to work with communities and/or trade unions through a collaborative creative process. Grants are designed to integrate the arts into community life through artistic projects. This program is open to Ontario-based, individual professional artists, groups of artists, community organizations, arts organizations and trade unions. Projects may take place in various communities or workplaces. For more information, visit http://www.arts.on.ca/Page95.aspx

**11. Ministry of Economic Development, Employment and Infrastructure’s EnAbling Change Program**

Ontario is looking for non-profit organizations that want to be leaders in helping others meet the requirements of the Accessibility for Ontarians with Disabilities Act, 2005. The Accessibility Directorate of Ontario of the Ministry of Economic Development, Trade and Employment administers this funding program.

The EnAbling Change Program provides financial support and expertise to organizations so they can educate an industry or sector on their obligations under the act. The program funds large-scale projects that have an impact across the province. The Accessibility Directorate of Ontario will share project development and implementation costs, such as:

- Salaries for staff and consultants/contractors directly involved in the project.
- Production of products, such as publications.
- Development of a website or other informational materials.
- Project administration and coordination.

Partners must contribute a minimum of 25 per cent of the total project cost in funds or in-kind. The Directorate will also share their expertise with successful organizations to support the success of the projects.

12. Ministry of Agriculture, Food and Rural Affairs' Local Food Fund

The Local Food Fund will assist with projects that focus on marketing and promotional activities that improve consumer awareness and demand for local foods. Examples of eligible projects under this category are:

- Promotion, marketing or branding events or activities that promotes regional or local food specialties such as culinary destinations, organic products, seasonal availability, food festivals.
- Promotion and marketing of new products.
- Educational events.

For fund details see: [http://www.omafra.gov.on.ca/english/about/local_food_guidebook.pdf](http://www.omafra.gov.on.ca/english/about/local_food_guidebook.pdf)

13. Mountain Equipment Co-Op fund for Community Involvement

MEC supports a range of community environmental and recreation development projects. Relevant donation categories include:

- Grassroots Product Donations, which enable conservation/access groups to raise funds or reward volunteers through product donations or gift cards.
- Access and Activity, which supports initiatives and infrastructure projects that inspire and enable people to be active outdoors through product donations and funding.
- Capacity Building, which strengthens the effectiveness of conservation and outdoor activity organizations through funding.
- Land Acquisition, which helps to conserve ecologically and/or recreationally significant landscapes.

For more information on this program visit [http://www.mec.ca/AST/ContentPrimary/Community/CommunityContributions/GrantRecipients.jsp](http://www.mec.ca/AST/ContentPrimary/Community/CommunityContributions/GrantRecipients.jsp)

14. NOHFC Northern Community Capacity Building Program - Event Partnership

The Community Capacity-Building Program helps northern communities develop the capacity to promote, attract, and support economic growth in the existing and emerging priority economic sectors identified in the Growth Plan for Northern Ontario. NOHFC will consider partnering with organizations that are staging events that promote economic development in Northern Ontario. Applications must demonstrate that the event will facilitate: job creation and retention, investment attraction, tourism and/or research and development / innovation conducive to productivity improvement within an eligible sector.

- Preference is given to priority projects identified by existing community plans or regional plans or initiatives.
- Preference is given to attracting new major tourism events that generate significant economic impacts for the community and region.
- Preference is given to priority projects that demonstrate a high level of financial leverage and that provide opportunities for investment from other partners.
• The amount of NOHFC assistance will generally not exceed the lesser of 30 per cent of eligible costs or up to $100,000 for major tourism event capital costs that support the event.
• The amount of NOHFC assistance will generally not exceed the lesser of 30 per cent of eligible costs or $15,000 for event partnership projects.
• 50% of funding is available upon approval of the application, if requested, and the remainder provided after the final event report has been received. Otherwise, full payment can be claimed in one claim after the final report has been submitted.
• The funding is not intended to support annual events on an on-going basis. Subsequent funding will be based on new or innovative incremental enhancements to the event.

Not all projects meeting the program criteria outlined above will receive funding. Applications will be accepted under this program until March 31, 2017. This is subject to change without any prior notice. Visit http://nohfc.ca/en/programs/northern-community-capacity-building-program-event-partnership for more details.

15. NOHFC’s Strategic Economic Infrastructure Program

This program supports infrastructure projects that best align with the vision of the Growth Plan for Northern Ontario to help create jobs and build capacity. This program helps a region or community advance economic development opportunities and support investment through strategic infrastructure. Eligible organizations include:
• Partnerships and alliances comprising municipalities, First Nations, Aboriginal organizations, local services boards, not-for-profit corporations, educational institutions and private sector businesses and organizations.
• Municipalities, First Nations, not-for-profit corporations and educational institutions may apply individually. Other organizations with a training or educational mandate may be considered on a case-by-case basis.

Eligible projects may include but are not limited to:
• Capital projects that encourage partnerships among communities, educational institutions, skills training providers and industry to respond to labour market needs and opportunities.
• Projects that support brownfield site redevelopment and/or encourage infill development.
• Industrial parks with preference to be given for development of vacant and/or underused lots within a previously developed area.
• Information and communications technology infrastructure.
• Other projects which, in the opinion of the NOHFC Board of Directors, are considered necessary to further an economic goal in Northern Ontario may be considered on a case-by-case basis.

Assistance available from the NOHFC includes conditional contributions, forgivable performance loans, and repayable loans. The maximum investment from the NOHFC does not exceed the lesser of 50 per cent or $1 million, towards eligible project components. Visit http://nohfc.ca/en/programs for more information.
The Northern Business Opportunity Program supports the Growth Plan for Northern Ontario by encouraging business productivity and expansion, and global investment in northern communities.

Eligible organizations include competitive businesses that currently do not have a presence in Ontario, but that will expand operations to Northern Ontario and create jobs. Ineligible projects, costs and activities include but are not limited to:

- Businesses already in Ontario
- Business and strategic plans
- Feasibility studies
- Land, inventory and vehicles
- Maintenance and administration
- Mining and exploration
- Milling operations
- Ongoing operating costs
- Acquisitions and buy-outs
- Electricity generation projects

NOHFC will provide assistance in the form of a conditional grant or a combination of a conditional grant and term loan/incentive term loan on a case-by-case basis. Not all projects meeting the program criteria outlined above will receive funding. Applications will be accepted under this program until March 31, 2017. This is subject to change without any prior notice. Visit [http://nohfc.ca/en/programs](http://nohfc.ca/en/programs) for more information.

17. Rural Economic Development Program (RED)’s Implementation: Regional Marketing
The RED Program has up to $4.5 million funding per year for three years to help rural communities remove barriers to community development and promote economic growth to support sustainable rural economies and regions, while developing the capacity, tools and flexibility they need to become stronger, more prosperous communities. This will be accomplished through these strategic outcomes:

- Rural communities and regions have enhanced capacity to succeed.
- Rural communities are healthy and vibrant.
- Regions are economically competitive.

Examples of eligible projects under this category include:

- Sector and/or economic analysis.
- Collaborative research studies and/or evaluations.
- Feasibility studies (e.g., new business and/or investment models - value chain incubators; regional economic models).
- Market research.
- Marketing strategies.

For more information, visit [http://www.omafra.gov.on.ca/english/rural/red/#EligibleApplicants](http://www.omafra.gov.on.ca/english/rural/red/#EligibleApplicants)

18. TD Friends of the Environment Foundation
The Foundation supports a wide range of environmental initiatives, with a primary funding focus on:

- Environmental education.
• Urban greening and enhancing biodiversity.
• Energy conservation.

Donations are disbursed through 38 local chapters, which are managed by eight Regional Advisory Boards. Board membership is split equally between TD employees and local community members who have environmental expertise. For more details, visit the funding website at [https://fef.td.com/funding/](https://fef.td.com/funding/)

19. Trillium Foundation

The decision to fund all or part of a request for funds depends on how well an application fits with the Foundation’s sector priorities. The Grant Review Team also looks at desired outcomes, the local areas of granting focus, assessment criteria and overall demand and budget in the catchment area. The four sectoral areas are Arts and Culture, Environment, Sports and Recreation and Human and Social Services.

The Community Program provides grants for proposals that have primarily a local impact. The Foundation makes grant investments of up to $375,000 over five years. This can include up to $75,000 per year for operating or project expenses and up to $150,000 over one or more years for capital initiatives such as building renovations and/or equipment purchases. This program is delivered by staff and volunteers located in 16 catchment areas across the province. Each catchment area has local staff supported by Grant Review Teams made up of between 18 and 25 local volunteers.

The Province-Wide Program makes grants of up to $1.25M over five years. This can include up to $250,000 per year for five years for operating and project expenses and up to $150,000 over one or more years for capital initiatives such as building renovations and/or equipment purchases. The decision to fund a request depends on how well an application fits with OTF’s priorities and assessment criteria. See the website at [http://www.otf.ca/en/applyForaGrant/community_grants.asp](http://www.otf.ca/en/applyForaGrant/community_grants.asp) for more information.

20. Youth Employment Fund (YEF)

The Ontario government is expanding employment opportunities to help employers find the skilled workers they need and to help young people gain job skills and experience. Employers get incentives to help cover the cost of wages and training for new hires when they provide a job placement of four to six months. To be eligible for hiring incentive funding, you must:

• Be licensed to operate in Ontario.
• Be compliant with legislation (health and safety, employment standards, etc.).
• Provide job placements of four to six months in Ontario, and be covered by WSIB.
• Provide job placements that do not displace current or laid-off employees.

Placements are assessed for quality, the organization’s previous track record, potential for employee retention after the placement ends, and level of employer financial contribution. Employers can receive up to $6,800 to offset training and wage costs linked with a job placement. Incentives are meant to support on-the-job training and to offset the risk of hiring inexperienced youth. Incentives are flexible and
there is no set formula for whether funding is used for training and/or for wages. Visit http://www.tcu.gov.on.ca/eng/employmentontario/youthfund/ for more information.

21. Youth Internship Program Funding

**FedNor Youth Internship Program**

Support for Youth Internships is provided both under the Northern Ontario Development Program (NODP) and the Economic Development Initiative (EDI). FedNor currently has three NODP priorities: Community Economic Development, Business Growth and Competitiveness, and Innovation.

To apply for support for a youth internship project, applicants must:

- Submit a Youth Internship Application providing key contact and project information.
- Provide a copy of the applicant's latest audited financial statements.
- Provide proof of registration or incorporation (first-time applicants).
- Review and complete the Applicant Declaration on Lobbying.
- Submit a workplan and mentoring/supervisory arrangement.
- Demonstrate networking opportunities for the intern.
- Include a post-internship retention plan.
- Secure endorsement by an appropriate or regulatory body, including unions where applicable.
- Identify a fair and transparent recruitment, interview and hiring process.


**Northern Ontario Heritage Fund Corporation Ontario Internship Program**

The intent of the Northern Ontario Internship Program is to strengthen Northern Ontario’s competitive advantage and build economic development capacity by attracting and retaining graduates in the North. The program provides recent graduates who are interested in launching and building their careers in Northern Ontario access to internships.

Private sector, public sector, and not-for-profit organizations in Northern Ontario that are interested in providing training and work experience to recent graduates are eligible. The organization must have been in operation for at least one year with a minimum of one full-time employee and operate in one of the sectors identified and further described in the Growth Plan for Northern Ontario, 2011. University and college graduates who have graduated within the last three years from an accredited college or university are eligible. Candidates must be graduates of post-secondary degree or diploma programs.

- The position must provide the intern with first time employment in their field of study.
- Candidates are only eligible to participate in the internship program one time.
- Candidates must be legally entitled to work in Canada.