



# Kapuskasing

## COMMUNITY STRATEGIC PLAN | 2016-2020



Photo by User: P199 at Wikimedia Commons



**Ontario**

Northern Ontario Heritage  
Fund Corporation

Société de gestion du Fonds  
du patrimoine du Nord  
de l'Ontario

## Table of Contents

Acknowledgements .....	5
1.0 Introduction and Background.....	6
1.1 Developing the Community Vision and Mission Statements.....	6
1.2 Vision Statement.....	6
1.3 Mission Statement .....	6
2.0 Communications and Consultation .....	7
2.1 Steering Committee .....	8
2.2 On-line Survey .....	8
2.3 Focus Groups .....	9
2.4 Interviews .....	9
2.5 Public Consultation .....	9
3.0 SWOT Analysis.....	10
4.0 Strategic Directions.....	11
1.1 A Welcoming Community .....	12
1.1.1 Assess and address broad customer service training needs. ....	13
1.1.2 Develop a Community Action Plan to counter racism and build tolerance. ....	14
1.1.3 Identify a lead agency to support newcomers to Kapuskasing.....	14
1.2 Build Community Pride .....	15
1.2.1 Establish tri-lingual signage at community entrances .....	15
1.2.2 Establish better way finding signage .....	15
1.2.3 Build brand materials and guidelines to promote community pride .....	16
1.3 Support Citizen Participation .....	17
1.3.1 Offer leadership and volunteer development training to build local capacity.....	17
1.3.2 Review and maintain a variety of channels to communicate with residents.....	17
1.3.3 Encourage public involvement in community planning activities .....	18
2.1 Revitalize buildings.....	19
2.1.1 Establish a Community Improvement Plan.....	20
2.2 Create Vibrant public spaces.....	20
2.2.1 Create a strategy for Kapuskasing’s public spaces .....	21
2.2.2 Establish and promote pedestrian-only streets/zones .....	22
2.2.3 Encourage year-round programming and use of public space.....	22
2.2.4 Enhance public spaces.....	23
2.3 Grow The Garden City .....	24
2.3.1 Increase the number of tree-lined paths, streets and public spaces.....	24
2.3.2 Engage community in competitions .....	25
2.3.3 Increase trail connectivity, signage and usage.....	26
3.1 Promote local food .....	27
3.1.1 Expand community gardens .....	27
3.1.2 Research and consider permitting chicken keeping .....	28

3.1.2	Expand the Farmer’s Market .....	29
3.1.3	Establish a local food festival.....	30
3.1.4	Hold regular local agricultural tours .....	31
3.1.5	Host regular gardening workshops.....	31
3.2	Support Healthy Kapuskasing Activities .....	32
3.2.1	Undertake a community health needs assessment and plan .....	32
3.2.2	Identify health care professional recruitment needs .....	33
3.2.3	Renew key recreation infrastructure.....	34
3.3	Develop a Housing Strategy .....	34
3.3.1	Expand supportive housing for seniors .....	35
3.3.2	Increase the Supply of Affordable Housing .....	36
3.3.3	Broaden supports to keep seniors healthy at home.....	37
3.3.4	Identify short and long term emergency housing and related supports .....	37
4.1	Develop a Local Agricultural Strategy .....	38
4.1.1	Develop a local Agricultural Committee .....	39
4.1.2	Identify and address gaps in local agricultural services and supports .....	39
4.1.3	Raise awareness of locally-produced foods .....	40
4.1.4	Increase access to locally-grown food .....	41
4.1.5	Encourage local food processing .....	42
4.1.6	Investigate the feasibility of a Food Hub.....	42
4.1.7	Export local products .....	43
4.2	Improve employment and entrepreneurial opportunities .....	43
4.2.1	Establish a Skills Council.....	43
4.2.2	Promote local employment/entrepreneurial opportunities.....	44
4.2.3	Develop targeted training programs to address local skills gaps .....	44
4.2.4	Explore a Business Incubator .....	45
4.3	Increase Partnerships with First Nations .....	46
4.3.1	Increase partnerships with First Nations.....	46
4.3.2	Share best practices from business, municipal and First Nation perspectives.....	47
4.3.3	Establish process to build relationships and identify opportunities.....	47
5.0	Timeline and Implementation .....	48
Appendix A:	Background Documentation Review .....	51
Appendix B:	Survey for Residents .....	52
Appendix C:	Advertisements to Promote Survey Participation .....	59
Appendix D:	IAP2’s Public Participation Spectrum.....	61
Appendix E:	Best Practices for Business Incubators.....	61

Appendix F: Funding Programs.....	62
1. BEAM Program .....	62
2. Canada’s New Horizons for Seniors.....	62
3. Culture Development Fund.....	63
4. FedNor’s Community Economic Development Fund.....	64
5. Heritage Organization Development Grant Program.....	65
6. Ministry of Tourism Culture and Sport’s Celebrate Ontario .....	65
7. Ministry of Tourism Culture and Sport’s Ontario Cultural Attraction Fund (OCAF).....	65
8. Ministry of Tourism, Culture and Sport’s Tourism Development Fund.....	66
9. Ministry of Training, Colleges and Universities’ Ontario Targeted Wage Subsidy .....	66
10. Ontario Arts Council.....	67
Aboriginal Artists in Schools .....	67
Artists in the Community/Workplace .....	67
11. Ministry of Economic Development, Employment and Infrastructure’s EnAbling Change Program .....	67
12. Ministry of Agriculture, Food and Rural Affairs’ Local Food Fund.....	68
13. Mountain Equipment Co-Op fund for Community Involvement.....	68
14. NOHFC Northern Community Capacity Building Program - Event Partnership .....	69
15. NOHFC’s Strategic Economic Infrastructure Program.....	70
16. Northern Business Opportunity Program - New Investment Projects.....	71
17. TD Friends of the Environment Foundation.....	71
18. Trillium Foundation: NOTE PROGRAM UNDER REVIEW AT MARCH 31, 2016 .....	72
19. Youth Internship Program Funding.....	73
FedNor Youth Internship Program .....	73
Northern Ontario Heritage Fund Corporation Ontario Internship Program .....	73
Appendix G: Implementation Timeline.....	75

## Acknowledgements

A Strategic Plan is an enormous undertaking that could not be achieved without the help and involvement of hundreds of people. The Kapuskasing Community Strategic Plan Steering Committee would like to thank the residents of Kapuskasing for their participation in the development of this plan and sharing their aspirations for the future of our model community.

This report was made possible with the support of the Town of Kapuskasing, FedNor and the Northern Ontario Heritage Fund.



## 1.0 Introduction and Background

In late 2014, the Town of Kapuskasing engaged Clearlogic Consulting Professionals to facilitate a community planning exercise, and to prepare a strategic plan for 2016-2020. The Kapuskasing Strategic Planning Committee (KSC) included residents, community organization representatives, municipal staff, and Council members. The KSC's volunteers worked together for over 18 months and steered the planning processes for two plans: the Town of Kapuskasing's Municipal Business Plan (completed in 2015) and the Community Strategic Plan (completed in 2016).

This document focuses on the Community Strategic Plan and identifies the process to create the plan, the community's vision, mission and values, and outlines the plan's key directions and activities for the next four years.

### 1.1 Developing the Community Vision and Mission Statements

The KSC developed draft vision and mission statements in the spring of 2015. Committee members reviewed survey input from over 600 residents gathered earlier that year, and came to consensus on draft versions of the vision and mission statements. The consulting team then presented the draft versions at public consultations, and gathered additional feedback from the participants. The KSC used this feedback to inform and finalize its vision and mission.

### 1.2 Vision Statement

The vision statement is intended to be aspirational; it may never be achieved in its entirety, but should act as a motivator that encourages the community to be the best it can possibly be. Vision statements reflect ambitious, long-term goals, and are typically in place for ten years or more. The vision for Kapuskasing is:

Kapuskasing will be recognized as Northern Ontario's Model Community.

### 1.3 Mission Statement

A mission statement expresses shorter term operating priorities in the service of the vision. Over the course of a decade, a community may have a single vision statement, but two or three missions statements, each reflecting the priorities of the time. Kapuskasing's mission is:

Engagement, collaboration, innovation and inclusivity  
will build Kapuskasing into a stronger and connected community,  
continually improving the quality of life of residents.

## 2.0 Communications and Consultation

One of the KSC's goals was to maximize stakeholder input during the planning process. This in turn encourages buy-in and commitment from stakeholders during the plan's implementation.

Information gathered during the consultation sessions informed both the Municipal Business Plan<sup>1</sup> and this Community Strategic Plan (CSP). This combined approach was a cost-effective and efficient means to gather community input for both plans. There were six major consultation activities between the autumn of 2014 to the spring of 2015:

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

Table 2.1 identifies the consultation activities and participation numbers.

**Table 2.1: Summary of Consultation Activities and Participation**

<b>Activity</b>	<b># Participants</b>
Interviews/focus group with Councillors	5
Interview with Mayor	1
Interview with CAO	1
Interviews with key stakeholders	2
Five staff focus groups	22
One Management focus group	10
Ten Public focus groups	75
Online survey	625
Public consultation	8
Steering committee meetings	18
<b>Total Participants</b>	<b>767</b>

---

<sup>1</sup> The Municipal Business Plan was completed in Fall 2015, and will guide municipal operations from 2015 to 2018.

## 2.1 Steering Committee

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

Steering Committee members included:

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	André Robichaud
Jennifer Jucknat	Chantal Rody
Kelly Kraby	Mayor Al Spacek
Michelle Lebel	Terrence Sutherland

Clearlogic Consulting Professionals 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 webpage, promoted survey and engagement opportunities, and encouraged public involvement.

## 2.2 On-line Survey

The consulting team collaborated with the KSC to develop a bilingual online survey to encourage community input (Appendix B). Questions asked for perceived strengths and challenges, ideas for community and economic development and municipal spending priorities. The survey was promoted through several channels:

- KSC members attended various community functions with iPads to allow residents to complete the online survey immediately.
- The community website included a link to the survey.
- Local papers and radio featured articles and interviewed KSC members.
- Bilingual advertisements encouraged residents to complete the survey (Appendix C).
- KSC members, municipal staff and other stakeholders shared the survey link with members of their networks.

Six hundred and twenty five residents responded to the survey, which constitutes an exemplary response rate.



## 2.3 Focus Groups

Focus groups are distinct from public consultations in that discussions are centered on a particular interest, sector or goal. The KSC identified ten focus group sectors (Table 2.2), and worked with Clearlogic to invite individuals representing these sectors to share their concerns and aspirations for the community's future. At the sessions, participants discussed possible actions and strategies they felt would enhance the community or mitigate challenges. Table 2.3 identifies the focus groups sectors and their attendance. The information collected during these sessions informed both the Municipal Business Plan and the Community Strategic Plan.

**Table 2.3: Focus Group Sectors and Participation, December 2015**

Sector	# Participants
Small to medium sized businesses	3
Health	6
New residents	3
People with disabilities	4
Aboriginal residents	7
Agriculture	4
Education	12
Recreation	14
Volunteer/service groups	17
Chamber of Commerce	5
<b>Total</b>	<b>75</b>

## 2.4 Interviews

In addition to focus groups and surveys, the KSC asked Clearlogic to conduct in-depth interviews with municipal officials and community stakeholders. The purpose of these was to better understand the specific challenges and opportunities that arose in the consultations, focus groups and environmental scan. Interviewees included municipal representatives CAO Yves Labelle, Mayor Alan Spacek, and Councillor Martin Dinnissen; a representative for local seniors; and a local physician.

## 2.5 Public Consultation

Community members had an opportunity to attend an open public consultation session in January 2015. The KSC placed notices in the paper, on the radio, and in social media. Eight people attended and discussed the vision and mission statements, community's strengths, opportunities for improvement and recommendations for strategic action items.

### 3.0 SWOT Analysis

A SWOT analysis examines the existing Strengths, Weaknesses, Opportunities and Threats affecting a community. It is one of the key tools for establishing priorities, strategies and actions in a plan. Working with Clearlogic Consulting Professionals, KSC reviewed the consultation data gathered from residents and from the consulting team’s research. It then identified the most relevant issues to be addressed in this community plan (Table 3.1).

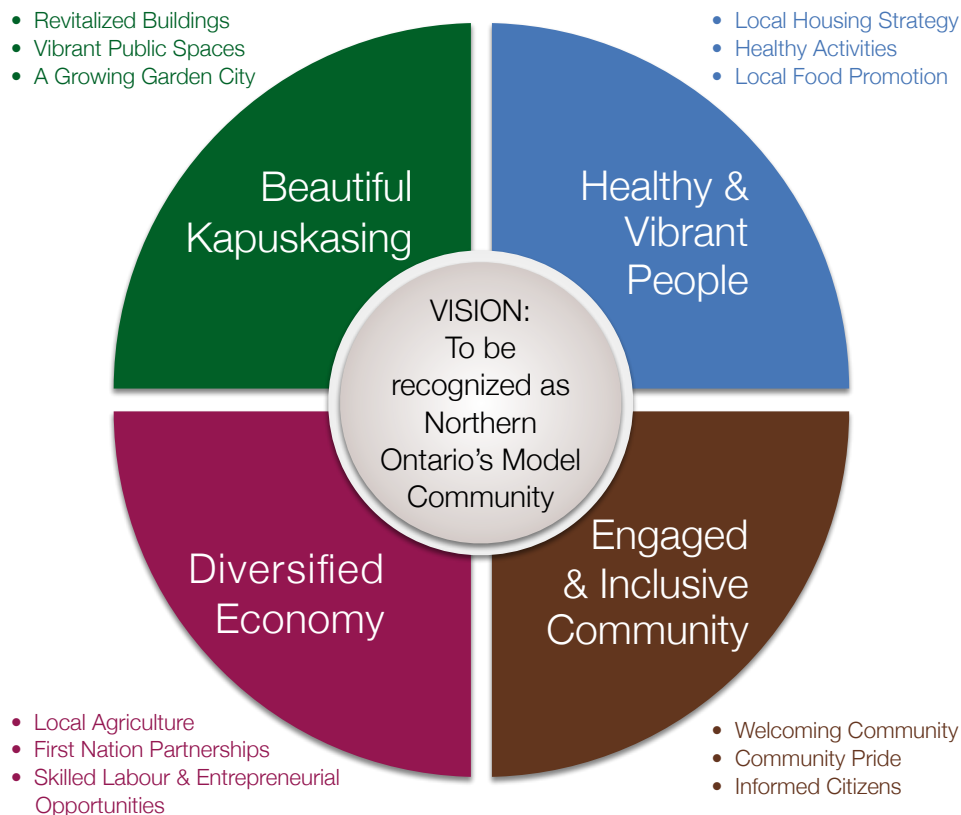
**Table 3.1: Kapuskasing Community SWOT Analysis**

Strengths	<--INTERNAL-->	Weaknesses
<ol style="list-style-type: none"> <li>1. Small town charm.</li> <li>2. Affordable recreation offerings.</li> <li>3. Bilingual residents, community.</li> <li>4. Multi-cultural community.</li> <li>5. Strong Mayor &amp; Council.</li> <li>6. Space for development.</li> <li>7. Access to OTN and health care professionals.</li> <li>8. Access to wood fibre.</li> <li>9. Education partnerships; student success rate.</li> <li>10. Access to natural &amp; recreation spaces.</li> <li>11. Experienced volunteers.</li> <li>12. Strong, well supported festivals.</li> <li>13. Growing agricultural base.</li> <li>14. Proximity/relations with First Nations.</li> <li>15. Effective economic development agency.</li> <li>16. Regional centre; good relationships and shared services with neighboring communities.</li> </ol>		<ol style="list-style-type: none"> <li>1. Limited affordable housing for seniors</li> <li>2. Town needs facelift.</li> <li>3. Lack of skilled workers</li> <li>4. Large number of unfilled jobs</li> <li>5. Perception that there are no jobs locally</li> <li>6. Lack of access to Primary Care.</li> <li>7. Few amenities to attract health professionals.</li> <li>8. Limited specialized medical equipment.</li> <li>9. Lack of diversity in tourism offerings.</li> <li>10. Loss of volunteers due to burn out.</li> <li>11. Lack of retail diversity.</li> <li>12. Cost of maintaining community infrastructure.</li> <li>13. Aging pool constrains sports tourism.</li> <li>14. Low population to sustain infrastructure</li> <li>15. Perception of inadequate community information and participation in decision-making</li> <li>16. Limited destinations for air travel.</li> </ol>
Opportunities	<-EXTERNAL->	Threats
<ol style="list-style-type: none"> <li>1. Northern Ontario School of Medicine contributes to attraction/retention of physicians.</li> <li>2. Experimental Farm (e.g. Beef farming).</li> <li>3. Affordable land, access to Crown Land for farming.</li> <li>4. Interest in land from Beef Farmers of Ontario.</li> <li>5. College Boreal’s 2-year Agriculture program.</li> <li>6. Economic diversification efforts underway.</li> <li>7. Emergency Hub for Northern Ontario, recently signed 5-year deal.</li> <li>8. FN territory and many FN organizations/communities in the region.</li> <li>9. Sport tourism/recreation tournament circuit (regional and provincial).</li> </ol>		<ol style="list-style-type: none"> <li>1. Stability of Tembec’s newsprint operations.</li> <li>2. High energy costs.</li> <li>3. Restricted access to wood fibre (e.g. due to environmental group pressures).</li> <li>4. Trend to fly-in/out workforce for mines/resource sector work.</li> <li>5. High energy costs.</li> <li>6. Increased costs to provide increased supports for aging population.</li> <li>7. Declining population in region.</li> <li>8. Limited political power of Northern Ontario.</li> <li>9. Slow, unclear “Duty to Consult” process.</li> </ol>

## 4.0 Strategic Directions

Kapuskasing’s strategic plan is organized into four strategic directions (high-level strategies) upon which the community will focus over the term of the plan (2016-2020). The KSC chose these four directions to help achieve the community’s vision and mission, and address the SWOT items identified during the consultation process of the plan’s development. (Figure 4.1)

**Figure 4.1: Strategic Directions for the Community of Kapuskasing**



Each direction has several activities clustered by theme. The activities build on the community’s strengths, minimize weaknesses, capitalize on opportunities, and mitigate threats. The themes within each direction are intended to guide the community while maintaining the flexibility needed to include new items as needs evolve over the next four years. For example, if a new funding program emerges for a project that falls under one of the themes but has not been explicitly identified in this plan, it may be appropriate to add it. But if the new funding program does not address any of the themes, the community should think very carefully about whether to allocate scarce resources to something that is not considered “strategic”.

## Direction 1: Engaged and Inclusive Community

Kapuskasing's residents are proud to live in a safe, bilingual and friendly community. They recognize that in order to grow, the community will have to diversify. Indeed, in addition to efforts to attract immigrants through such venues as the Northeastern Ontario Immigration Portal, Kapuskasing has recently been designated as an evacuation centre. As such, the town regularly hosts short- and long-term temporary residents from First Nation communities along the James Bay Coast.

Consultation participants are keen to ensure the community is inclusive to newcomers, and that all residents are actively engaged in community life and decision-making.

Table 4.1 identifies the three themes (A Welcoming Community, Build Community Pride, Informed Citizens) and the related actions in this strategic plan to achieve Direction #1: *Build an Engaged and Inclusive Community*.

**Table 4.1: Direction 1 (Engage and Inclusive Community) Themes and Activities.**

Theme	Activity
A Welcoming Community	1.1.1 Assess and address customer service training opportunities. 1.1.2 Develop a Community Action Plan to counter racism. 1.1.3 Identify a lead agency to support newcomers to Kapuskasing.
Build Community Pride	1.2.1 Establish tri-lingual signage at community entrances. 1.2.2 Establish wayfinding/directional signs in the community. 1.2.3 Build brand materials and guidelines to promote community pride.
Informed Citizens	1.3.1 Offer leadership and volunteer development training. 1.3.2 Develop online, up-to-date and interactive community info portal. 1.3.3 Connect and share with more public and private organizations.

### 1.1 A Welcoming Community

Welcoming communities that successfully attract and integrate newcomers share some key characteristics, including:

- Varied employment opportunities.
- Affordable and suitable housing.
- A positive attitude toward newcomers and cultural diversity.
- Educational opportunities.

- Accessible health care.
- Social engagement and affordable recreation opportunities.
- Agencies that support newcomers.
- Political participation opportunities.<sup>2</sup>

Throughout the consultation process, residents wanted to ensure that Kapuskasing continues to be a warm and welcoming community with “small town charm,” even as the population and culture diversifies. Residents are proud of Kapuskasing – especially of its safety, green spaces and low commute times. They are eager to share the community with newcomers, and suggested a variety of activities to welcome new residents. These, in combination with best practices for accommodating newcomers, form the basis of the three activities in this theme.

### 1.1.1 Assess and address broad customer service training needs.

There are many training options that support the development of customer service skills, cross cultural sensitivity, and accessibility awareness.

For example, there are many free resources online, such as the training for Accessibility for Ontarians with Disabilities Act (AODA) at the Ontario Human Rights Commission website.<sup>3</sup> The Cochrane District Social Planning Council’s Leadership Training Network has a range of free and low-cost workshop offerings; Kapuskasing is part of their service region.<sup>4</sup> In February 2016, Ontario announced that public service employees would begin receiving indigenous awareness training.<sup>5</sup> It may be possible for the municipality to make an arrangement with local Ontario government offices that allows other residents to sit in on the training when it is delivered.

The Ontario Tourism Education Council (OTEC) provides –for a fee– a range of customer service training modules available for people in the retail and hospitality sectors. OTEC often works with local Chambers of Commerce, economic development offices and post-secondary

---

<sup>2</sup> Esses. Hamilton. Bennett-AbuAyyash and Burstein. “Characteristics of a Welcoming Community.” <http://www.soics.ca/wp-content/uploads/2014/07/Welcoming-Communities.pdf>

<sup>3</sup> Working together: free online training on AODA requirements (n.d.) Ontario Human Rights Commission. <http://www.ohrc.on.ca/en/annual-report-2012-2013-rights-partners-actions/working-together-free-online-training-aoda-requirements>

<sup>4</sup> Cochrane District Social Planning Council. Accessed March 31, 2016. <http://www.cdspc.org/leadership-training-network/>

<sup>5</sup> Office of the Premier. (2016). Ontario Implementing New Indigenous Training and Education Requirements. <https://news.ontario.ca/opo/en/2016/02/ontario-implementing-new-indigenous-training-and-education-requirements.html>

institutions to deliver community training sessions.<sup>6</sup> Similarly, local colleges can typically develop targeted training for specific sectors or training goals. There are private trainers and firms throughout the province that can deliver training on specific subjects of interest. To get the most value from fee-for-service training, consider encouraging several organizations to share the cost.

Whenever organizations in Kapuskasing offer formal internal training sessions for their staff, there may be value in offering seats at these sessions to other organizations as well. Such training opportunities could be coordinated by the local economic development corporation or Chamber of Commerce.

### **1.1.2 Develop a Community Action Plan to counter racism and build tolerance.**

Kapuskasing is a designated evacuation centre for the region, and a temporary home for hundreds of evacuees from the Kashechewan First Nation. Many indigenous people make their permanent homes in Kapuskasing and the immediate area and the community generally has good relationships with First Nation community members. Residents have expressed a willingness to build greater cross-cultural understanding that supports social cohesion and community wellbeing.

The Canadian Coalition of Municipalities against Racial Discrimination (CMARD) offers a toolkit with best practices, processes and resources to foster cultural understanding, build community equity and respect. Consider using the toolkit as a guiding approach to build a more inclusive community.<sup>7</sup>

### **1.1.3 Identify a lead agency to support newcomers to Kapuskasing.**

Kapuskasing is home to several families who have recently immigrated to Canada. It is also participating in the Northeastern Ontario Immigration Portal project. The portal provides community-specific information for newcomers who are considering settling in one of the region's smaller towns.

Although Kapuskasing is perceived as friendly by newcomers, there would be value in creating a central agency to assist newcomers with settlement issues. For example, offering help with housing, employment, schools, health care and so on provides more opportunities for newcomers to connect with the community and build a support network.

---

<sup>6</sup> Ontario Tourism Education Council. <http://www.otec.org/Home.aspx>

<sup>7</sup> Canadian Commission for UNESCO. Canadian Coalition of Municipalities against Racism and Discrimination: Toolkit for Municipalities, Organizations and Citizens. (2012).  
<http://unesco.ca/~media/unesco/sciences%20sociale/ccmard%20toolkit%20web-en.pdf>

Many communities have Newcomer Committees. These provide information to newcomers before and after their arrival; educate employers about the advantages of hiring newcomers, and connect new arrivals to various social supports. In addition, such agencies typically identify and remove barriers for newcomers, promote a sense of belonging, address individual needs and assist with integration. Newcomer Committees may include employer representatives, post-secondary institutions (to assist with credential assessment or bridging programs), entrepreneurial supports, and support service providers.

To develop a local Newcomer Committee, Kapuskasing may wish to meet with the Timmins Local Immigration Partnership. The TLIP, established in 2009, is one of many newcomer support organizations across Canada.<sup>8</sup> There is also a toolkit from the Ministry of Agriculture, Food and Rural Affairs: Community Immigrant Retention in Rural Ontario: Helping rural communities to attract and retain skilled newcomers.<sup>9</sup>

## 1.2 Build Community Pride

Residents are proud of the community's unique design, its history, setting and bilingual character. They want to express this pride more visibly (e.g. through signage and consistent branding). There are three recommendations to this end.

### 1.2.1 Establish tri-lingual signage at community entrances

The attractive gateway signs at the community's east and west entrances feature the town's new logo. Adding welcoming language in English, French and Cree signals both inclusivity and hospitality.

### 1.2.2 Establish better way finding signage

A way finding system should provide residents and visitors –whether on foot or in a vehicle– with basic, visual information to help them navigate the community. Good signage contributes to a sense of well-being, safety and security. Way finding systems help people find their way and connect with the community. Directional signage aimed at motorists helps them navigate the community more easily (e.g. to find the Sports Palace, parking areas, etc.). Such systems

---

<sup>8</sup> Timmins Local Immigration Partnership works in the region to assist in building capacity to achieve success in immigration related opportunities. TLIP website accessed January 28, 2016.

<http://www.immigrationtimmins.ca/en/arriveintimmins/TimminsLocalImmigrationPartnership.asp>

<sup>9</sup>Ministry of Agriculture, Food and Rural Affairs: Community Immigrant Retention in Rural Ontario: Helping rural communities to attract and retain skilled newcomers <http://p2pcanada.ca/wp-content/uploads/2011/09/Community-Immigrant-Retention-in-Rural-Ontario.pdf>

generally include well-designed signage, maps, symbols and colours.<sup>10</sup> These elements should be complementary, and united by a shared brand, e.g. the new Kapuskasing logo.

Entrances to key areas in the community (e.g. the Circle, parks, etc.) can be gradually upgraded to feature the community logo, presenting a consistent signage approach throughout the community.

### 1.2.3 Build brand materials and guidelines to promote community pride

The Town of Kapuskasing's new logo is currently considered a municipal brand. That being said, there may be value in extending its use to the broader community context, i.e. as a community brand. A community brand is a clear, consistent message that conveys what a community represents (i.e. what the community stands for, and the values it holds).

The new logo is now being used on community entrance signs, the town website and other marketing materials. The town may wish to consider creating additional brand materials and developing guidelines for non-profit and community promotion applications. Doing so could extend the use and recognition of the brand – and encourage citizens to “live” the values it represents.

Alternatively, the Healthy Living Kapuskasing Committee has developed the “I’m living it” slogan. That might also merit consideration as a community brand, leaving the current Kapuskasing logo to the municipality.

#### The Value of a Community Brand

Community branding and marketing is more than a compelling logo, good promotional sales pitch, new website and communication materials. It is a process of engagement and partnership building. The ultimate outcome is to develop broad ownership of the brand identity within your community.

Key stakeholders need to be committed to supporting it and to implement the various elements of a plan. A well-executed community branding and marketing exercise can be a vital and empowering process of local democratization, active citizenship and participation; the brand can be a powerful tool to attract new businesses, new talents and tourism.

A good toolkit to guide community branding is the Federation of Canadian Municipalities' “Community Branding and Marketing: A Tool for Local Economic Development”.<sup>11</sup>

---

<sup>10</sup> D&AD designs website accessed March 31, 2016. <http://www.dandad.org/en/d-ad-award-winning-signage-examples/>



## 1.3 Support Citizen Participation

Kapuskasing has strong community leadership and a good volunteer base. Like many communities, the volunteer base is aging and new volunteers are needed to help the community remain vibrant and responsive. The following activities are intended to foster good citizen participation in civic and community life.

### 1.3.1 Offer leadership and volunteer development training to build local capacity

As Kapuskasing's population ages, training the local volunteer base will bolster the community's capacity to take on new projects. Consider offering accessible workshops on the following topics:

- Proposal writing
- Board governance
- Project management
- Understanding financial statements
- Communication 101
- Building and maintaining an effective website
- Using social media
- Managing intergenerational volunteers

For some introductory training, Kapuskasing could work with the Cochrane District Social Planning Council's Leadership Training Network (LTN).<sup>12</sup> LTN provides a range of short training modules for minimal cost. The workshops are typically delivered by volunteers, service agency staff or consultants with subject matter expertise.

### 1.3.2 Review and maintain a variety of channels to communicate with residents

Residents expressed a strong desire to get more timely and detailed information about events, activities, and political decisions affecting the community.

Finding the best way to communicate what's happening in the community can be challenging: residents' preferences for communication tools vary greatly, and include radio, Facebook, print media and face-to-face communications, among other formats. Consultation participants expressed confidence in the Municipality becoming a "one-stop-shop" for information (both on-

---

<sup>11</sup> Federation of Canadian Municipalities. "Community Branding and Marketing: A tool for local economic development". Website accessed January 29, 2016.

[http://www.fcm.ca/Documents/tools/International/Community\\_Branding\\_And\\_Marketing\\_EN.pdf](http://www.fcm.ca/Documents/tools/International/Community_Branding_And_Marketing_EN.pdf)

<sup>12</sup> Cochrane District Social Planning Council website accessed March 31, 2016. <http://www.cdspc.org/leadership-training-network/>

line and in-person). Consider the following best practices to keep residents informed about community activities and plans:

- Ensure there is an online, up-to-date and interactive community portal to connect residents to community information (e.g. events and activities) and background information on community projects and issues (e.g. FAQ, backgrounders, links, etc.). In Timmins, the local Chamber of Commerce assumes part of this role through its Events Calendar.
- Establish linkages with private and public sector organizations to contribute to a single, shared online space to post information, activities and events.

### 1.3.3 Encourage public involvement in community planning activities

Involving community members in local governance issues can be challenging, but has considerable benefits, such as:

- Access to experience, knowledge and expertise within the community.
- Full range of public opinion on issues.
- Rapid feedback on policies, plans and programs.
- Opportunities for educating the public about issues and government constraints.

When community members take part in community decision-making they benefit by:

- Becoming more knowledgeable about community issues and affairs.
- Increasing awareness of resources and opportunities.
- Learning how their local government works, so that new civic leaders can emerge.
- Strengthening their voice at city hall.
- Establishing liaisons with various government advisory bodies.

In addition, as the relationship between community members and their local government improves, the sense of “us vs. them” may fade away. The International Association for Public Participation’s (IAP2) recommends that public participation processes<sup>13</sup>:

- Communicate how the public's contribution will influence the decision.
- Seek out and facilitate involvement of those potentially affected by or interested in a decision.
- Seek input from participants in determining how they participate.
- Provide participants with information they need to participate in a meaningful way.
- Communicate to participants how their input affected the decision.

In addition to these best practices, IAP2 suggests several approaches that can increase the level of public participation (See Appendix D).

---

<sup>13</sup>International Association of Public Participation Canada. Public Participation Spectrum. Website accessed March 31, 2016. <http://www.iap2canada.ca/page-1020549>

## Direction 2: Beautiful Kapuskasing

According to the Ontario Heritage Trust, “Kapuskasing warrants special mention in the history of Canadian town planning for its design,” which incorporates both the *Garden City* and the *City Beautiful* approaches to community planning. The town was established in 1921 to accommodate workers at newly opened forestry mills. The provincial government of the time commissioned Harries & Hall, a landscape architecture firm, to create the town plan.

Today, the community has tree-lined streets, open squares, attractive landscapes and green spaces. The curved street layouts reflect the City Beautiful movement. In the commercial part of town, streets radiate outward from the centre like spokes from the hub of a wheel.<sup>14</sup> Residents are proud of their town’s history as a Model Community. During the consultations, they expressed interest in continuing to maintain the unique design elements that make it special.

The three themes in this direction speak to the importance of enhancing and maintaining the beauty of the community by adhering to City Beautiful and Garden City ideals. Table 4.2 summarizes the activities associated with each theme.

**Table 4.2: Direction 2 Beautiful Kapuskasing Themes and Activities**

Theme	Activity
Revitalized Buildings	2.1.1 Establish a Community Improvement Plan (CIP) and Design Guidelines
Vibrant Spaces	2.2.1 Create a Strategy for Kapuskasing’s public spaces. 2.2.2 Establish and promote pedestrian-only streets/zones 2.2.3 Encourage year-round programming and use of public space. 2.2.4 Enhance public spaces.
Garden City	2.3.1 Increase tree-lined paths, streets and trees in public spaces. 2.3.2 Engage community in related competitions, volunteer initiatives. 2.3.3 Increase trail connectivity, signage and usage.

### 2.1 Revitalize buildings

Residents expressed an interest in improving the appearance of the community and giving it a “facelift” over the next few years. They cited the loss of heritage buildings and the poor appearance of aging buildings as weaknesses in the town. Developing a Community Improvement

<sup>14</sup> Ontario Heritage Trust. “Kapuskasing – Garden City and Model Town”.  
<http://www.heritagetrust.on.ca/CMSImages/84/842eb653-8e9c-4587-92eb-cb2ecc05b636.pdf>

Plan will address many of the concerns around community appearance that were discussed during the planning process.

### **2.1.1 Establish a Community Improvement Plan**

A Community Improvement Plan (CIP) is a flexible and powerful planning tool that Ontario municipalities can use to revitalize buildings and restore land. Many communities have used a CIP to stimulate building façade improvements, demolish derelict structures, and boost affordable housing among other creative activities. CIPs usually offer small grants, tax deferrals or loans to encourage property owners to renovate their buildings.

In Kapuskasing, a CIP could include grants to help building owners improve façades and signage that support the Garden City motif, for example. Similarly, funds could be used to stimulate accessibility improvements such as ramps or automatic doors.

The Ministry of Municipal Affairs and Housing provides a Community Improvement Planning Handbook to help municipal staff prepare a CIP. Many municipalities post their CIP documents on their websites; these can serve as examples for the Town of Kapuskasing's staff.

When developing the CIP, the municipality should:

- Consider public input to identify geographic areas that will be eligible for CIP grants. These may include the Cultural Heritage hubs identified in the community's Cultural Heritage Plan (i.e. The Circle/Queen Street, Hwy 11, Drury Street Hub, the Sports Palace area and the Ron Morel Museum Hub). The CIP must also specify the purpose of grants or loans (e.g. demolition, façade grants, accessibility improvements, etc.) and eligibility requirements (e.g. privately owned buildings, green spaces, vacant lots, etc.). The municipality should communicate timeframes for where and when CIP grants will be made available (e.g. which areas will be eligible in one year, or in two years).
- Invite the public to participate in creating Streetscape Designs based on Model City and Garden City concepts. Streetscape designs help develop a unified "feel" in designated areas by defining architectural features (sign locations and shapes, size patio awnings, type of mouldings, etc.), colours used for facades, and landscaping (plants, materials, containers, etc.). Municipalities can require adherence to Streetscape Design guidelines as part of the CIP grant approval criteria.

## **2.2 Create Vibrant public spaces**

Garden Cities are characterized by high-quality, livable and walkable neighbourhoods. They have prominent entrances, abundant green spaces, and pedestrian-friendly public areas.

Kapuskasing residents suggested that some of the town’s public spaces need revitalization, particularly “the Circle,” the main business area. They emphasized the need to involve them in any renewal efforts of public spaces. In addition to supporting the notion of liveable communities, vibrant public spaces – especially when co-designed with residents- can be important economic drivers; investment in public spaces is considered a best practice by community planners.<sup>15</sup>

There are four activities under this theme.

### 2.2.1 Create a strategy for Kapuskasing’s public spaces

Communities can create vibrant public spaces using the “Power of 10+” framework developed by Project for Public Spaces (PPS). This concept is meant to help revitalize community life in spaces such as parks and downtown areas.<sup>16</sup> PPS suggests that public spaces “thrive when users have [more than ten reasons] to be there. Reasons to be there might include having a place to sit, a playground to enjoy, art to touch, music to hear, food to eat, history to experience and people to meet.”<sup>17</sup>

To develop a public space strategy, the first step is to assess how well select public spaces are currently performing (e.g. is a park or a public square seemingly dull or underused?). Ideally, the Town should involve the residents who use the public space in the assessment. If they are engaged in establishing the vision, they are more likely to use the space.<sup>18</sup>

When implementing a public spaces plan, consider usage strategies that change with the seasons (e.g. a skating rink in the winter, a farmers market in the fall, art displays in the summer). Communities new to public space planning should start small, with a pilot project, then expand as they become more confident and adept at developing successful spaces. Best practices and examples for successful parks, town squares, markets, waterfronts and downtowns can be found at the Project for Public Spaces website<sup>19</sup>.

---

<sup>15</sup> Project for Public Spaces. Place Capital: Reconnecting Economy with Community. Website accessed April 5, 2016. <http://www.pps.org/reference/place-capital-re-connecting-economy-with-community/>

<sup>16</sup> Project for Public spaces. “The Power of 10+: Applying Placemaking at Every Scale”. Website accessed December 2015. <http://www.pps.org/reference/the-power-of-10/>

<sup>17</sup> Project for Public Spaces. “The Power of 10+: Applying Placemaking at Every Scale”. Website accessed December 2015. <http://www.pps.org/reference/the-power-of-10/>

<sup>18</sup> Project for Public Spaces and UN HABITAT. Placemaking and the Future of Cities. Website accessed December 2012. <http://www.pps.org/wp-content/uploads/2012/09/PPS-Placemaking-and-the-Future-of-Cities.pdf>  
To review the principles for creating great community places visit the Project for Public Spaces website at <http://www.pps.org/reference/11steps/>.

<sup>19</sup>Project for Public Spaces. Placemaking Tools. Website accessed March 18, 2016. <http://www.pps.org/reference/reference-categories/placemaking-tools/>.

### 2.2.2 Establish and promote pedestrian-only streets/zones

Many communities in Canada are designating streets as car-free, either permanently or during certain times in the year.<sup>20</sup> A street may be closed for various reasons: it may be a festival venue, a quiet backdrop for cafe patios or shopping, or to promote physical activity.

Kapuskasing already has a street closure process for events and activities. It may wish to educate local community groups about the process to help them take advantage of the benefits of street based activities.

To become more walkable, the town might consider expanding its pedestrian-friendly streets. Copenhagen's "Ten-Step Program" is an interesting model.<sup>21</sup> Copenhagen, in Sweden, has many pedestrian-friendly streets that are permanently closed to cars. The city started slowly by closing one main street in 1962. It then promoted bicycle use, provided people with ample places to sit and gradually eliminated parking spaces. Later, it established pedestrian priority streets and began to add more pedestrian-only streets.

Community groups seeking to hold successful physical-activity events on community streets can use a free toolkit to help their planning process. The Healthiest Practice Open Streets Toolkit, funded in part by the Province of Ontario, includes "information on getting started, how to engage community partners and volunteers, how to create marketing tools, and more."<sup>22</sup> Many communities close the same route every Sunday for walking, running, cycling to encourage residents to participate in free, accessible recreation and create vibrant community spaces.

### 2.2.3 Encourage year-round programming and use of public space

Kapuskasing's residents and visitors are treated to the Kap Festival of Lights every winter. The event is an appealing, walkable winter lights display set in a central community park. In the summer months, music and heritage festivals keep public spaces active. Community festivals are a community strength that residents appreciate; year-round programming of public spaces supports vibrant and active residents. Business or community groups can be encouraged to use public spaces to diversify current programming efforts (the Timmins CIP has a grant stream to encourage programming in specific areas by non-profit groups).

---

<sup>20</sup> Huffington Post. Pedestrian-only Streets in Canada prove we're not just Car Lovers. August 2014. Website accessed March 16, 2016.

[http://www.huffingtonpost.ca/2014/08/11/pedestrian-only-streets-canada\\_n\\_5668604.html](http://www.huffingtonpost.ca/2014/08/11/pedestrian-only-streets-canada_n_5668604.html)

<sup>21</sup> New Urbanism. Creating Livable Sustainable Communities: Pedestrian Cities/ Quality of Life. Website accessed March 16, 2016. <http://www.newurbanism.org/pedestrian.html>

<sup>22</sup> <http://880cities.org/>

**Winter activities:** Increasing the number of outdoor winter activities is a growing movement to encourage residents in northern communities to get out and enjoy winter. Many “winter cities” are embracing winter with cold-based programming. Edmonton, for example, asked its residents “What would make you fall back in love with winter in Edmonton? Edmonton’s WinterCity Project Coordinator Susan Holdsworth said “we got all kinds of weird, wacky ideas and some that were really very useful”. Edmonton developed an entire strategy around winter programming including iceskating, a Skate Festival, a massive snowball fight and new winter sports (the Flying Canoe Volant). The City’s strategy also includes heated patios and creating new snow-based transit (cross-country ski and skating) paths through the city.<sup>23</sup> Other winter cities have initiated community saunas, bonfires, Christmas markets, sport tournaments, food and wine festivals to encourage residents to socialize and enjoy the winter months.

**Fall and Spring programming:** Fall-themed community activities or events often include Harvest Festivals, Halloween and Oktoberfest. Spring events often focus on music, horticulture, fishing and boat shows but many events are unique to the community. Gloucester, United Kingdom holds a cheese-rolling event each spring that attracts both locals and tourists.<sup>24</sup> Zenica in Bosnia, holds an annual Festival of Eggs to celebrate the first day of Spring. Marathons and fun races are also popular spring and fall events (Kamloops, BC hosts a popular “Boogie the Bridge” race in April).

#### 2.2.4 Enhance public spaces

Adding physical elements -such as seating, art and landscaping- to public spaces make people feel welcome and comfortable and encourage them to stay longer in the space. Arrangement is an important: for example, if a bench, a wastebasket and a piece of art are placed in no connection to each other, each may receive limited use, but “when they are arranged together along with other amenities, such as a food cart, they will naturally bring people together”.<sup>25</sup> Where seating is provided, use a variety of seating arrangements to accommodate a wide range of physical abilities. As well, consider sheltering public seating for increased, year-round use. See “Eleven Principles for Creating Great Community Places” for best practices for public spaces.

---

<sup>23</sup> Anzilotti, Eillie. CityLab. How Edmonton made winter great again. Website accessed March 14, 2016. <http://www.citylab.com/cityfixer/2016/01/how-edmonton-is-making-winter-great-again/424146/>

<sup>24</sup> <http://www.travelchannel.com/interests/arts-and-culture/photos/spring-festivals-around-the-world/page/7>

<sup>25</sup> Project for Public Spaces. “Eleven principles for Creating Great Community Places”. Accessed February 10, 2016. <http://www.pps.org/reference/11steps/>



## 2.3 Grow The Garden City

The Garden City<sup>26</sup> model of community planning emerged in the late 19<sup>th</sup> century in response to the growing number of overcrowded and socially inequitable industrial cities. The new, planned, Garden City provided its residents with good housing set in high quality, sustainable environments, close to work. The overall goal of the Garden City movement was to “combine the traditional country-side with the traditional town” where “human society and the beauty of nature are meant to be enjoyed together”.<sup>27</sup> The activities in this section are meant to reinforce Kapuskasing’s Garden City foundation (see inset) – particularly the principle element of creating an aesthetically beautiful, green community.

### 2.3.1 Increase the number of tree-lined paths, streets and public spaces

Kapuskasing is an attractive community. Residents are proud of the landscaping, parks, open spaces and tree-lined streets that are a “defining feature of the original Garden Cities”.<sup>28</sup> In more practical terms, urban trees can reduce local energy costs, improve air and water quality and reduce storm run-off.

A good practice for communities wishing to expand their tree cover is to develop a Tree Planting plan to help volunteer groups willing to plant trees. This would identify preferred lo-

### The Garden City Framework

A Garden City is a planned settlement that enhances the natural and built environments. It offers high-quality affordable housing and locally accessible work in a healthy, attractive and socially community. The Garden City framework includes:

- Land that benefits the community.
- Strong vision, leadership and community engagement.
- Community ownership of land and long-term stewardship of assets.
- Affordable mixed-tenure homes and housing types.
- A range of job opportunities within easy commuting distance.
- Attractive homes with gardens, combining the best of town and country living to create healthy homes in vibrant communities.
- Generous green space, links to the wider natural environment, well connected and biodiverse public parks, and both public and private parks, gardens, tree-lined streets and open spaces.
- Opportunities for residents to grow their own food.
- Strong local cultural, recreational and shopping facilities in walkable neighbourhoods.

<sup>26</sup> Town and Country Planning Association. Accessed March 18, 2016. <http://www.tcpa.org.uk/pages/garden-cities.html>

<sup>27</sup> Discovering Urbanism: Ebenezer Howard’s Garden City concept. Accessed March 14, 2016. <http://discoveringurbanism.blogspot.ca/2009/06/ebenezer-howards-garden-city-concept.html>

<sup>28</sup> Town and Country Planning Association. “The art of building a Garden City: Garden City Standards for the 21<sup>st</sup> Century”. Accessed March 15, 2016. <http://www.tcpa.org.uk/data/files/ArtBGC.pdf>



cations for new trees, the best performing species, tree selection guidelines, and recommendations for planting depth and spacing. Some communities develop detailed guides,<sup>29</sup> offer tree planting workshops, and include urban trees as a municipal GIS data layer. This helps them identify new trees, aging and at-risk trees (e.g. for Dutch Elm Disease).

### 2.3.2 Engage community in competitions

Kapuskasing has been a member of Communities in Bloom (CIB), but has not participated in the CIB competition program. CIB is a Canadian non-profit organization that promotes partnerships among citizens, government, businesses and organizations to improve the visual appeal of Canada's neighborhoods and open spaces. Communities that participate in the annual program compete against communities in their population category. CIB judges evaluate communities on several categories and give participating communities a "bloom rating".<sup>30</sup> Criteria include urban forestry, floral displays, environmental action and heritage conservation, landscape, and tidiness.

Participating CIB communities have a responsibility to:

- Involve the entire community with the support of Town Council.
- Prepare for the judging that takes place in July or August.
- Provide lodging for 2 nights for 2 judges (billeting is acceptable).
- Provide transportation for the judges to and from the nearest airport.
- Attend the Provincial and/or National Awards Ceremonies.
- Pay a registration fee.

To help communities prepare for the competition, CIB prepares and shares winning community profiles. These describe the community, the beautification actions taken, partnerships, and CIB judges' suggestions for future activities. The profiles are available on the Leisure Information Network website.<sup>31</sup> Engaging the entire community is an important part of becoming a Community in Bloom. To maximize community involvement, consider:

- Encouraging or incentivizing the "greening" of residences and businesses
- Establishing "Adopt-a-Park/Garden" volunteer opportunities<sup>32</sup>

---

<sup>29</sup> Town of Markham. Trees for Tomorrow Streetscape Manual. June 2009. Website accessed March 16, 2016.

[https://www.markham.ca/wps/wcm/connect/markhampublic/ff71bd1a-5892-4df5-9442-6a99e5bf33b9/t4t\\_streescapemanual.pdf?MOD=AJPERES&CACHEID=ff71bd1a-5892-4df5-9442-6a99e5bf33b9](https://www.markham.ca/wps/wcm/connect/markhampublic/ff71bd1a-5892-4df5-9442-6a99e5bf33b9/t4t_streescapemanual.pdf?MOD=AJPERES&CACHEID=ff71bd1a-5892-4df5-9442-6a99e5bf33b9)

<sup>30</sup> Communities in Bloom. Website accessed March 16, 2016. <http://www.communitiesinbloom.ca/>

<sup>31</sup> Leisure Information Network. Community in Bloom. Accessed March 16, 2016. <http://lin.ca/communities-in-bloom>

<sup>32</sup> Evergreen. Hands for Nature: A Volunteer Management Handbook. Accessed March 21, 2016.

<http://www.evergreen.ca/downloads/pdfs/Hands-For-Nature.pdf>

### 2.3.3 Increase trail connectivity, signage and usage

Trails are important features in Garden Cities. They foster and support good health and fitness by making it easier for community members to embrace a more active lifestyle.<sup>33</sup> The local Healthy Community Kids group recently mapped the existing trail system to support residents' interest in affordable recreation.

The community can expand its trail system by connecting neighbourhoods and destinations to make communities more livable (e.g. provide a route to schools, parks or to shopping areas), preserve natural spaces and improve the physical and mental health of residents.<sup>34</sup> Good trails have attractive, consistent signage that includes:<sup>35</sup>

- Directional information at intersections and crossings.
- Distance travelled and distances to points ahead.
- Identification of landmarks, heritage features, key destinations.
- Level of accessibility.
- Etiquette or rules of the trail.
- Warning signs for any known trail hazards.

Specific recommendations for trail planning in Kapuskasing include:

1. Incorporate Kapuskasing's community branding on trail signage.
2. Include cultural and natural heritage displays along trail routes.

Hike Ontario's document "Best Practices for Increasing Trail Usage by Hikers and Walkers"<sup>36</sup> recommends the following best practices for trail builders and managers:

- Work with trail users, partners and planners.
- Enhance the trail experience. (e.g. add trail lighting to extend hours; provide resting and viewing areas with benches, bicycle locking posts, covered shelters, etc.)
- Target specific population groups for some trails.
- Market and promote the trail experience.
- Evaluate results and modify the trail program.

---

<sup>33</sup> Town and Country Planning Association. "The art of building a Garden City: Garden City Standards for the 21st Century". Accessed March 15, 2016. <http://www.tcpa.org.uk/data/files/ArtBGC.pdf>.

<sup>34</sup> <sup>34</sup> Go for Green. "Trail Monitor 2: The social, health and heritage benefits of trails". Website accessed March 14, 2016. <http://atfiles.org/files/pdf/BenGo4green.pdf>.

<sup>35</sup> City of Toronto. Toronto Multi-use Trail Design Guidelines. [https://www1.toronto.ca/City%20of%20Toronto/Transportation%20Services/Cycling/Files/pdf/TORONTO%20MULTI-USE%20TRAIL%20DESIGN%20GUIDELINES-December%202014\\_Fina\\_4.pdf](https://www1.toronto.ca/City%20of%20Toronto/Transportation%20Services/Cycling/Files/pdf/TORONTO%20MULTI-USE%20TRAIL%20DESIGN%20GUIDELINES-December%202014_Fina_4.pdf)

<sup>36</sup> Hike Ontario. "Best Practice for Increasing Trail Usage by Hikers and Walkers". <http://hikeontario.com/wp-content/uploads/2015/11/HO-BestPractices-Web.pdf>.

## Direction 3: Healthy and Vibrant People

Kapuskasing residents value the sense of community and wellbeing they share. The themes in this direction build on existing community initiatives to foster healthy and vibrant lifestyles for residents of all ages.

**Table 4.3: Direction 3 Themes and Activities**

Theme	Activity
Promote Local Food	3.1.1 Expand community gardens. 3.1.2 Consider backyard chicken bylaw. 3.1.3 Expand the Farmers' Market. 3.1.4 Establish an annual Food Festival. 3.1.5 Hold regular agricultural tours. 3.1.6 Hold regular gardening workshops.
Healthy Activities	3.2.1 Identify local health care needs and establish an action plan. 3.2.2 Identify the community's health care professional recruitment needs. 3.2.3 Identify residents' recreation preferences to encourage active lifestyles.
Housing Strategy	3.3.1 Establish Supportive Housing for Seniors. 3.3.2 Increase Affordable Housing options for residents. 3.3.3 Broaden supports to keep Seniors, and disabled people healthy at home. 3.3.4 Identify emergency housing options/supports for evacuees.

### 3.1 Promote local food

Kapuskasing has a rich history of agriculture. Residents believe there is value in expanding access to affordable, local food to support healthy families and a stronger community.

#### 3.1.1 Expand community gardens

Kapuskasing has a few Community Gardens and will, over the course of this plan investigate developing new ones to provide more affordable, healthy food for people of all ages. Community Gardens are an effective way for residents to enjoy locally grown food, connect with neighbours and stay active. Types of community gardens vary depending on community needs:<sup>37</sup>

- Therapy gardens in health care, residential and school settings<sup>38</sup>.
- Children's gardens.

<sup>37</sup> A good video overview of different garden types can be found at: <https://www.youtube.com/watch?v=OeHgrIIPF9M>

<sup>38</sup> Hazen, Theresa. Therapeutic Garden Characteristics. American Horticultural Therapy Association Quarterly Publication. 41(2).

- Communal Garden (i.e. everyone helps with one large garden; everyone shares in the produce).
- Church garden (e.g. to give away or for Food Bank use or soup kitchen).
- Plot rentals for individual gardeners or for families.
- Raised/accessible beds, herb beds, container gardens.
- Community greenhouses.

To support community gardeners, consider creating a tool lending library that offers wheelbarrows, shovels, hoses and other useful tools. Some communities lend garden tools to all residents, not just Community Gardeners.<sup>39</sup>

Several organizations offer toolkits that can help municipalities develop community gardens, including:

- Rural Opportunities<sup>40</sup>.
- Food Banks Canada<sup>41</sup>.
- The City of Vancouver's Urban Agriculture Garden Guide<sup>42</sup>.
- The Ontario Municipal Knowledge Network<sup>43</sup>.

### **Best practices for Community Gardens**

- Raised beds with good soil
- Compost bins
- Walkways
- Shaded seating or rest area
- Rain barrels or access to water
- Good fences
- Toolshed or a tool-lending library
- Flowering shrubs
- Mulch
- Bike parking
- Play area for children
- Potting bench and harvest tables

### **3.1.2 Research and consider permitting chicken keeping**

In the community survey, some residents expressed an interest in keeping backyard chickens as a means of growing their own food. Many municipalities have established rules for keeping chickens in urban backyards.

<sup>39</sup> Deloitte and Association of Municipalities of Ontario. Best Practices in Local Food Practices. Accessed March 24, 2016. <https://www.amo.on.ca/AMO-PDFs/Reports/2013/2013BestPracticesinLocalFoodAGuideforMunicipalitie.aspx>

<sup>40</sup> Food Security Network of Newfoundland and Labrador. "Community Garden Best Practices Toolkit. Rural Opportunities Network. [http://ruralnetwork.royalroads.ca/sites/default/files/tools\\_resources/communitygardenbestpracticestoolkit.pdf](http://ruralnetwork.royalroads.ca/sites/default/files/tools_resources/communitygardenbestpracticestoolkit.pdf)

<sup>41</sup> Food Banks Canada. Community Gardens Toolkit. Website accessed March 21, 2016.

<https://www.foodbankscanada.ca/getmedia/de53293a-2fc3-4e42-82e6-60da8fcb2558/Community-Gardens-Toolkit-v2.pdf.aspx>

<sup>42</sup> City of Vancouver. Urban Agriculture Project Guide. Accessed March 21, 2016. <http://vancouver.ca/files/cov/urban-agriculture-garden-guide.pdf>

<sup>43</sup> Deloitte and Association of Municipalities of Ontario. Best Practices in Local Food Practices. Accessed March 24, 2016. <https://www.amo.on.ca/AMO-PDFs/Reports/2013/2013BestPracticesinLocalFoodAGuideforMunicipalitie.aspx>

For example, Vancouver limits backyard coops to four hens and prohibits roosters. The chickens cannot be used for commercial production. In addition to zoning bylaws, Vancouver established Animal Control Bylaws and created guidelines (e.g. size restrictions for hen enclosures, basic care, pest and manure control, etc.) and reading materials for keeping backyard hens. All hens need to be registered with the City. Vancouver has posted its bylaws, guidelines and other related reading materials online.<sup>44</sup> Vancouver also allocated funding to local animal shelters to house impounded or abandoned hens.

Communities in Ontario that allow backyard chickens include Waterloo, Niagara Falls, Quinte West and Guelph.<sup>45</sup>

### 3.1.2 Expand the Farmer's Market

The Kapuskasing Farmers' Market is a valued local resource that showcases local produce, connects residents to farmers, and improves residents' access to healthy food. The market is currently seasonal and reflects the relatively short growing season in this region. Stakeholders suggested exploring the feasibility of establishing an indoor venue to increase attendance and extend the market's season.

The Ontario Farmers' Markets toolkit "Food Safety Matters: A manual for farmers' market vendors, managers and staff"<sup>46</sup> was developed to support local Farmers' Markets including

#### Benefits of farmers' markets

- Greater variety and availability of local food products with higher nutritional value, superior freshness and flavor.
- Providing a new sales avenue for farmers which offers immediate payment and a larger profit margin.
- Providing opportunities for food education and awareness (e.g. food seasonality, environmental benefits of eating local, etc.).
- Providing support for smaller farms and other businesses.
- Providing opportunities for business incubation through the promotion of value-added farm products and other goods and services.
- Creating a vibrant community space for social interaction and cultural events.
- Preserving local agricultural land.
- Reducing consumption of fossil fuels for food transportation.

---

<sup>44</sup> City of Vancouver. "Learn the rules for backyard chickens, and register your chickens with the City". Accessed March 21, 2016. <http://vancouver.ca/people-programs/backyard-chickens.aspx>

<sup>45</sup> McKechnie, Brian. "What you need to know about backyard chickens". Global News. Accessed March 21, 2016. <http://globalnews.ca/news/2054762/what-you-need-to-know-about-backyard-chickens/>

<sup>46</sup> Farmers Markets Ontario. Food Safety Matters: A manual for farmers' market vendors, managers and staff. Available at <http://www.farmersmarketsontario.com/DocMgmt%5CFood%20Safety%5CManuals%5CFMO%20Food%20Safety%20Guide.pdf>.

supporting a safe indoor venue. Other toolkits include Best Practices in Local Food: A guide for Municipalities<sup>47</sup> and the Farmers' Market Best Practice Toolkit.<sup>48</sup>

### 3.1.3 Establish a local food festival

Kapuskasing has several agricultural assets that the community could leverage for a local food festival, including:

- The Fall Fair.
- The Farmers' Market.
- The local agricultural base.

Food and wine festivals are popular ways to celebrate and consume local food and drink.<sup>49</sup> Such festivals can attract tourists, build community pride and engagement and strengthen relationships between residents and food producers. One segment of the food festival market, the “foodies”, is looking for more than good quality food. Foodies seek hands-on experiences that may require special programming components. This may include cooking classes with local or celebrity chefs, education on wine and food pairings, and culturally authentic celebrations that offer heritage interpretation (e.g. story telling about why certain foods are traditional).<sup>50</sup>

The Ontario Culinary Tourism Alliance (OCTA) conducts research and promotes best practices and strategies for Culinary Tourism. Their recent report “The Rise of Food Tourism Trend Report” examines marketing practices and strategies, case studies, and research into Culinary Tourism as a growing trend<sup>51</sup>. The OCTA notes that culinary tourists spend double that of a typical tourist. Culinary tourists want to learn about and try local cultures and cuisines. More than two thirds return home with regional foods, recipes, etc. from the places they visit.

Fall fairs and food festivals could become building blocks for a future food tourism development strategy. Food tourism can include food, wine and beer festivals; tours of farms and

---

<sup>47</sup> Deloitte. Best Practices in Local Food: A guide for Municipalities. Association of Municipalities of Ontario. Accessed March 18, 2016. <https://www.amo.on.ca/AMO-PDFs/Reports/2013/2013BestPracticesinLocalFoodAGuideforMunicipalitie.aspx>

<sup>48</sup> Food Security Network of Newfoundland and Labrador. “Farmers' Market Best Practices Toolkit. Rural Opportunities Network. Accessed March 18, 2016  
[http://www.foodsecuritynews.com/Publications/Farmers\\_Market\\_Best\\_Practices\\_Toolkit.pdf](http://www.foodsecuritynews.com/Publications/Farmers_Market_Best_Practices_Toolkit.pdf)

<sup>49</sup> <http://www.theglobeandmail.com/life/travel/activities-and-interests/come-hungry-canadas-best-food-festivals-to-hit-this-summer/article11696145/>

<sup>50</sup> Getz, Donald and Page, Stephen. Routledge (2016). Accessed March 21, 2016.  
<https://www.routledge.com/products/9781138899155>

<sup>51</sup> Skift IQ. “Rise of Culinary Tourism”. Ontario Culinary Tourism Association website accessed March 31, 2016.  
<https://ontarioculinary.com/the-rise-of-food-tourism-trend-report/>

artisanal production facilities; immersive food tours of varying depth; cooking classes and wine tastings; accommodations with food and beverage offerings; farm-to-table restaurant dining and educational events; and the always popular farmers' markets. Agri-tourism, where travelers stay at or visit working farms, is also a growing opportunity.<sup>52</sup> Popular food festivals across Canada include:

- Great Saskatchewan Mustard Festival, Regina, Sask.
- Festival des Fromages Fins, Victoriaville, Que.
- Taste of the Danforth, Toronto, Ontario.
- Tomato Festival, Leamington, Ontario.
- Lamb Barbeque, Saturna Island, BC.
- Festival de la Poutine, Drummondville, Que.

The OCTA has online reports, webinars (Culinary Tourism 101, Leveraging Food Trends at Your Festival or Event, Attracting Food Obsessed Millennials to your business) and other resources to support food related events in Ontario. See the OCTA website at [www.ontarioculinary.com](http://www.ontarioculinary.com).

### 3.1.4 Hold regular local agricultural tours

The new tenant at the Experimental Farm in Kapuskasing offered tours in 2015. This practice could be expanded to other farms in the area. Farm tours are an excellent means of helping non-farmers learn about farming, and “provide a base of good will and increased public confidence in farmers”<sup>53</sup>. To help farmers reconnect with consumers, and build support for local food producers, the Ontario Farm Animal Council produced the *How to Run a Farm Tour* fact sheet.<sup>54</sup>

### 3.1.5 Host regular gardening workshops

A best practice in building local food security includes community outreach to build the skills and information to urban growers. Many communities coordinate beginner workshops to encourage residents to learn how to garden or build their food preservation skills. Often, volunteers lead these workshops. Sometimes, local home and garden businesses provide their staff to lead workshops.

---

<sup>52</sup> Skift and The Ontario Culinary Tourism Alliance. “The Rise of Food Tourism”. Ontario Culinary Tourism Alliance website accessed March 21, 2016. <https://ontarioculinary.com/>

<sup>53</sup> Ontario Farm Animal Council. “How to Run a Farm Tour” factsheet. Ontario Farm Animal Council website accessed March 21, 2016. <http://www.farmfoodcare.org/pdfs/toolkit/Run-a-FarmTour.pdf>

<sup>54</sup> Ontario Farm Animal Council. “How to Run a Farm Tour” factsheet. Ontario Farm Animal Council website accessed March 21, 2016. <http://www.farmfoodcare.org/pdfs/toolkit/Run-a-FarmTour.pdf>



Workshops can include topics such as building healthy soils, composting, worm farming, container gardening, DIY projects, seed saving techniques, food preservation (e.g. making jam, canning salsa), etc. Just Food<sup>55</sup> is a non-profit organization in Ottawa (with funding from the City of Ottawa, Ontario Ministry of Agriculture and Food, and the Ontario Trillium Foundation) that hosts workshops (as well as supporting Community Gardens, and a Buy Local campaign and other functions) across Ottawa. Volunteers lead the workshops. Workshops are \$10 each or “pay what you can”.

Some urban gardeners may wish to pursue self-study; consider posting a directory of local agricultural projects, success stories and links to gardening advice on the municipal website and in the local library. See The Ontario Knowledge Network document: *Best Practices in Local Food* for related information on promoting urban agriculture through workshops and training sessions.

## 3.2 Support Healthy Kapuskasing Activities

Many residents and key stakeholders identified several health-related concerns, particularly around the growing need for health support services, access to primary care and local medical technology.

### 3.2.1 Undertake a community health needs assessment and plan

A needs assessment can provide a good foundation for understanding and improving community members’ health and wellbeing. A Community Health Needs Assessment (CHNA) is a “systematic method for reviewing the health issues facing a population leading to agreed priorities and resource allocation that will improve health and reduce inequities”. A CHNA involves collecting data from various sources, prioritizing health needs and developing an implementation strategy. The Kaiser Permanente site<sup>56</sup> provides a good overview of the CHNA process and also offers a free toolkit. Consider working with the local Health Link partnership on the CHNA project.

Best practices to improve community health point to the need for:

- Multi-sector teams that support shared ownership of all phases of community health (including data collection, a shared plan, continuous communication and support to help coordinate activities). This team could include the hospital, public health unit,

---

<sup>55</sup> Just Food website accessed March 21, 2016. <http://justfood.ca/about/>

<sup>56</sup>Kaiser Permanente. Community Health Needs Assessment Process Map. Website accessed March 31, 2016. <http://www.communitycommons.org/groups/community-health-needs-assessment-chna/chna-data-platform/chna-process/>



community based health providers, social services, faith based organizations, consumers, educators and the business community.

- Proactive and broad community engagement.
- Maximum transparency to improve community engagement and accountability.
- High-quality data that is pooled and shared and protects privacy and security.

Once the CHNA has been completed, the team should prioritize health needs, develop a plan and invest in innovative interventions to improve health outcomes in the following areas<sup>57</sup>:

- Social, economic and environmental conditions that act as primary determinants of health.
- Health care services for individuals that address the requirements for technology, medical facilities and support services.
- Timely access.
- Public health activities that target populations and address individual behaviors (e.g. smoking, excessive drinking).

### 3.2.2 Identify health care professional recruitment needs

Community members and agencies expressed concern for an aging health care workforce and the need to continue quality care for residents. Few organizations have formal succession plans that are based on understanding impending retirements and potential candidates for these positions. Kapuskasing's health organizations could work with area providers to conduct internal workforce assessments and identify potential vacancies for key positions.

Once organizations understand which vacancies are likely to arise in the short- and medium-term, it may be helpful to work with other communities to develop strategies that encourage people to enter the health care field. Targeting area residents, or residents with strong ties to the region is a best practice. For example, the Northern Ontario School of Medicine trains students from northern Ontario. Since it was established, retention rates for physicians in Northern Ontario communities have risen.<sup>58</sup>

---

<sup>57</sup> Rosenbaum, Sara. School of public health and health services, The George Washington University. Principles to Consider for the Implementation of a Community Health Needs Assessment Process. June 2013. [http://nnphi.org/wp-content/uploads/2015/08/PrinciplesToConsiderForTheImplementationOfACHNAPProcess\\_GWU\\_20130604.pdf](http://nnphi.org/wp-content/uploads/2015/08/PrinciplesToConsiderForTheImplementationOfACHNAPProcess_GWU_20130604.pdf)

<sup>58</sup> CBC News. Northern Ontario School of Medicine delivers more doctors to the North. August 15, 2015. Accessed March 21, 2016. <http://www.cbc.ca/news/canada/thunder-bay/northern-ontario-school-of-medicine-delivers-more-doctors-to-the-north-1.3203678>

Kapuskasing has a reputation for working well with its neighbors. Addressing local and regional health care concerns may be another opportunity to collaborate effectively on shared issues. The following actions may help address area health care workforce needs:

1. Connect youth, education and health care personnel to help promote local and area health care job opportunities to local residents (e.g. youth and their parents).
2. Establish bursaries to help learners with ties to the Kapuskasing area study in identified health care areas.<sup>59</sup>
3. A central body (e.g. see 4.2.1 Establish a Skills Council) could develop a list of anticipated vacancies. It could develop an area attraction and development strategy to help fill future health care vacancies. This group may wish to work with the North East Local Health Integration Network (NELHIN) and the Far Northeast Training Board (FNETB) on this project.

### 3.2.3 Renew key recreation infrastructure

During the community consultation process, many survey respondents identified a need for a new Aquatics Centre/Pool. The rationale for this investment is to increase community wellbeing and sport tourism opportunities. Residents suggested replacing the aging pool with a new facility that would offer affordable activities for all ages, while expanding recreational and sporting opportunities. Actions to support this task include:

1. Identify the health, recreation and competitive recreation/sport tourism needs and preferences for a new facility.
2. Engage residents to help identify appropriate financing mechanisms (e.g. levy, user fees, tax increase, etc.) for a new facility.
3. Develop a new aquatics facility to support healthy residents, recreation, and competitive sports tourism opportunities.
4. Undertake a Sports Tourism Strategy to identify and build upon opportunities.

## 3.3 Develop a Housing Strategy

Affordable and appropriate housing was identified as a significant challenge in the community –particularly for seniors. Residents would like to see more appropriate housing and the supports necessary to help aging residents remain in the community. In addition, they expressed a need to ensure more affordable housing, both for residents and temporary residents, e.g. evacu-

---

<sup>59</sup> In 2011 Barrick Gold – located near Marathon- donated \$35,000 to establish a NOSM bursary to support learners who have roots in Marathon. The Town of Huntsville established a \$17,000 student bursary. See Northern Ontario School of Medicine’s 2011 Community Report. “A Golden Gift for Marathon: Northern Community and NOSM benefit from generous support”. Accessed March 21, 2016.

[http://www.nosm.ca/uploadedFiles/about\\_us/Community%20Report%202011%20-%20for%20web\[1\]\(2\).pdf](http://www.nosm.ca/uploadedFiles/about_us/Community%20Report%202011%20-%20for%20web[1](2).pdf)

ees. The Municipality can work with the Cochrane District Social Services Administration Board and the NELHIN to address housing and support needs in the community.

### 3.3.1 Expand supportive housing for seniors

Kapuskasing's population is aging. In 2011 some 20% of the population (1615 people) were 65 or older. This demographic is expected to increase, as life expectancies continue to rise. A longer life is not always a healthy one, however; realistically, it is likely that many older adults will experience illness and some degree of disability, and will have fewer family members able to offer help.<sup>60</sup> To this end, many residents expressed concern that Kapuskasing does not offer enough appropriate housing to support an aging population.

Supportive Housing is a type of housing that also provides health care supports to people in a residential setting; it is designed to keep people healthy and out of hospitals. Supportive Housing can be most beneficial for people who need help to carry out daily activities, those who are frail, who have disabilities or who are living alone but would prefer to live with peers.

Presently the Canadian Red Cross provides a program called Assisted Living for High Risk Seniors (for seniors as determined by the Community Care Access Centre) in Kapuskasing. Services include personal support, housekeeping, medication, meal planning and preparation and escort to appointments.

There are many Supportive Housing models (e.g. small cottages, homes shared by eight to ten people, services in apartment buildings, etc.). Supportive Housing is also helpful for people with mental health issues, addictions and mobility challenges. It is typically characterized by:

- Supportive, safe and accessible physical environment.
- Access to necessary support services to enhance safety, well-being and independence.
- Progressive management philosophy.
- Affordability and choice.
- Residential character.

CMHC's *Supportive Housing for Seniors*<sup>61</sup> report offers models from across Canada, and checklists to help communities develop Supportive Housing options for seniors. The new Supportive Housing complex in Iroquois Falls is a good example of how creative partnerships can result in

---

<sup>60</sup> Canada Mortgage and Housing. Supportive Housing for Seniors. 2000. Website accessed March 21, 2016. <http://www.cmhc-schl.gc.ca/odpub/pdf/62023.pdf?fr=1441978294904>

<sup>61</sup> <http://www.cmhc-schl.gc.ca/odpub/pdf/62023.pdf?fr=1441978294904>.

major impacts. This 10-unit accessible facility is the result of a working partnership between the Northeast LHIN, the CDSSAB and a non-profit housing provider.<sup>62</sup>

### 3.3.2 Increase the Supply of Affordable Housing

Affordable housing is a key element for healthy and sustainable communities. According to Canada Mortgage and Housing, “Affordable housing is any form of permanent accommodation (rental, ownership, etc.) where the monthly mortgage or rent expense does not exceed 30% of gross monthly income.” It’s important to note that the term ‘affordability’ is not limited to those in the low to moderate income ranges.

There is a perception in the community that Kapuskasing lacks adequate affordable housing stock to meet current and future needs. We suggest you consider including housing in the Community Health Needs Assessment (see Section 3.2.1).

The Cochrane District Social Services Administration Board (CDSSAB) developed a 10-year Housing Plan in 2014<sup>63</sup> for the region that emphasizes the importance of partnerships to increase the amount of affordable housing in –and sustainability of– the communities in the Cochrane District. CDSSAB recommends that municipalities can play a proactive role to help increase the supply of affordable housing and:

- Work with CDSSAB and the Cochrane District Local Housing Corporation and local organizations to develop local affordable housing plans to increase the amount of affordable housing and end homelessness. Plans should include criteria to trigger the timely development of affordable housing.
- Review and implement municipal planning tools to facilitate affordable housing (e.g. grants, assistance in the form of grants, loans or property tax exemptions, special levies, etc.).<sup>64</sup>
- Work with CDSSAB and the Cochrane District Local Housing Corporation and school boards to identify public lands and create a community land trust.

The Ministry of Municipal Affairs and Housing (MMAH) suggests that municipalities regularly review their zoning and Official Plans to ensure they promote the full range of housing types to

---

<sup>62</sup> Cochrane District Social Services Administration Board. 10-Year Housing Plan. Accessed March 23, 2016.

<http://cdssabhousingplan.com/wp-content/uploads/2013/07/10-Year-Housing-Plan-Cochrane-DSSAB-English.pdf>.

<sup>63</sup> Cochrane District Social Services Administration Board. Housing Action website accessed March 31, 2016.

<http://cdssabhousingplan.com/>

<sup>64</sup> Ministry of Municipal Affairs and Housing. Municipal Tools for Affordable Housing. 2011. Website accessed March 23, 2016. <http://www.mah.gov.on.ca/AssetFactory.aspx%3Fdid%3D9270>

help meet identified needs. MMAH's document *Municipal Tools for Affordable Housing*<sup>65</sup> identifies options for municipalities to encourage affordable housing through demolition, and permitting garden or granny suites, and second units in houses.

### **3.3.3 Broaden supports to keep seniors healthy at home**

Kapuskasing has a variety of community programs to help seniors stay in their own homes, including the "Aging in Home" program, Adult Day program, friendly visiting and Meals on Wheels, etc. However, residents are not always aware of these programs, suggesting that there would be value in improving promotional efforts.

The Community Health Needs Assessment (see 3.2.1) should identify the types of services seniors are seeking (including preferred language). It should also include activities to better communicate the availability of support services, and demonstrate how they are connected to the community's broader health strategy (see 3.2.1).

### **3.3.4 Identify short and long term emergency housing and related supports**

A housing plan for the community should include assessments of:

- Current accommodations.
- Need for future accommodations.
- Potential partnerships for transitional (e.g. shelters, short-stay) accommodation.
- Arrangements for long-term accommodations for emergency shelter and evacuation purposes.

Kapuskasing's role as an evacuation centre impacts local social and community support services (e.g. family services, health, mental health and addictions service providers). Service providers noted that they experience increased demands when evacuees relocate to the community. The Newcomer Council may wish to work with such service providers, municipal representatives and emergency responders to develop a plan to provide surge capacity.

---

<sup>65</sup>Ministry of Municipal Affairs and Housing. *Municipal Tools for Affordable Housing*. 2011. Website accessed March 23, 2016. <http://www.mah.gov.on.ca/AssetFactory.aspx%3Fdid%3D9270>

## Direction 4: Diverse Economy

Characteristics of a resilient community include strong leadership, engaged residents, collaborative partnerships and a diversified economy.<sup>66</sup> Kapuskasing residents are proud of their community leaders, their good working relationships with partners and organizations, and their sense of community. They are hopeful about the re-emergence of agriculture, and express concern about the lack of diversity in the local economy.

The fourth direction focuses on broadening the employment and economic base of Kapuskasing.

**Table 4.4: Direction 4 Diversifying our Economy - Themes and Activities**

Theme	Activity
Local Agricultural Strategy	4.1.1 Establish an Agriculture Strategy Committee. 4.1.2 Identify and address gaps in agricultural services and supports. 4.1.3 Raise awareness of locally-produced foods. 4.1.4 Increase access to locally-grown food. 4.1.5 Encourage processing of local foods. 4.1.6 Investigate the feasibility of a Food Hub. 4.1.7 Explore opportunities to export local products.
Employment and Entrepreneurship	4.2.1 Establish a Local Labour Skills Council. 4.2.2 Promote local employment and entrepreneurial opportunities. 4.2.3 Develop training to address specific local skills gaps. 4.2.4 Explore a Business Incubator.
First Nation Partnerships	4.3.1 Assess current local and regional FN partnerships. 4.3.2 Share learning and best practices. 4.3.3 Establish process to build relationships and identify opportunities.

### 4.1 Develop a Local Agricultural Strategy

Kapuskasing is located along a fertile swathe of soil that makes up the Northern Clay Belt. In 2011 the Northeastern Community Network (NeCN) commissioned an Agricultural Study to identify strategic actions to expand agriculture in the region. The report identified several challenges, such as underutilized land and aging farm operators. However, it also suggested the potential for agriculture to diversify the region's economy.

<sup>66</sup> Canadian Centre for Community Renewal. The Community Resilience Manual: A resource for rural recovery and renewal. Accessed March 24, 2016. [www.communityrenewal.ca](http://www.communityrenewal.ca).

In 2013 the Province of Ontario passed Bill 36, *The Local Food Act*, that aims to maintain and grow local and regional food systems. The Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) offers Local Food Supports (e.g. research, Local Food Fund, support for Farmers' Markets, Best Practice Guides, and advisory services).

During Strategic Plan consultations, community members expressed pride in the region's farming history, noted interest from Ontario's Beef Farmers in the region<sup>67</sup> and a collective desire to see a revitalized agriculture sector. This section presents strategic actions for the community of Kapuskasing; they are intended to complement and support (but not duplicate) the regional agricultural strategy.

#### 4.1.1 Develop a local Agricultural Committee

Finding the right champion is essential in the implementation of a local agricultural strategy. This leader (or group) should have recognized expertise, the ability to engage stakeholders, and the political and social influence to push projects forward. Consider securing committee representatives from the broader food system such as farmers, food producers, entrepreneurs, community garden members, municipal government and health unit staff. It will be essential to involve an NeCN representative to ensure that the Kapuskasing Agricultural Strategy complements and builds on the regional strategy.

#### 4.1.2 Identify and address gaps in local agricultural services and supports

The 2011 NeCN report suggested several activities that could strengthen the viability of agriculture in the region. These include developing off-farm infrastructure, promoting farming opportunities outside the region, and providing local training and supports.

**Increase "Off-farm" infrastructure:** The local agricultural sector lacks "off-farm infrastructure," such as abattoir services, a grain elevator, and bulk depots for feed, seeds, and fertilizer.<sup>68</sup> As part of the NeCN, Kapuskasing could support and facilitate the location of such infrastructure in the municipality or its environs. The Economic Development Corporation (EDC) could help research and promote appropriate models (e.g. a co-op approach, private sector partnerships, etc.).

---

<sup>67</sup> Canadian Cattlemen The Beef Magazine. "Ontario looks north for more cows". Website accessed March 31, 2016 <http://www.canadiancattlemen.ca/2015/05/08/ontario-looks-north-for-more-cows/>

<sup>68</sup> Caldwell, Wayne and Marr, Eric. Strategic Directions for Agricultural Development in Northeastern Ontario: NeCN Agricultural Study Report 2 of 2. (2011) [http://www.kapuskasing.ca/Documents/Businesses/Agriculture/NECN\\_AG\\_Study\\_Report\\_2.pdf](http://www.kapuskasing.ca/Documents/Businesses/Agriculture/NECN_AG_Study_Report_2.pdf)

**Promote agricultural opportunities:** The NeCN report recommended promoting land in the region, both locally and to markets in “southern Ontario and beyond,” including Mennonite and Amish communities. The EDC should collaborate with NeCN to maintain an up-to-date database of available farm land and participate in promotional materials. The EDC should organize area farm or land tours to support interested local and external entrepreneurs.

**Provide local training and supports:** Kapuskasing can support local farmers by ensuring that NeCN sponsored training programs take place in the local area. Further, the EDC can give farmers easy access to information to find the supports and resources they needs (i.e. links on the EDC website to tile drainage funding bodies, reports on Northern-specific research, assistance with/training on preparing funding applications, etc.).

#### 4.1.3 Raise awareness of locally-produced foods

The Ontario Municipal Knowledge Network commissioned a report of best and promising practices and case studies to help municipalities promote local food systems. In it they noted that “the local food industry is a key contributor to sustaining strong local economic development, job creation and is a catalyst for consumer support to a range of local businesses. It is critical to leverage the existing capacities and strengths of local food economies to build new markets.”<sup>69</sup>

To raise awareness of locally produced foods, the EDC can:

- Work through NeCN to develop regional branding & packaging. Encourage local adoption of branding & packaging efforts.
- Create an area food guide for area producers, farm gate sales, and farmers’ markets. For example, Kawartha Choice FarmFresh showcases agriculture and agriculture products in the Kawartha/Peterborough region. Their website features an events calendar, a listing of “what’s in season, recipes that feature local produce, an interactive map of local farms, restaurants and farmers’ markets. See [www.kawarthachoice.com](http://www.kawarthachoice.com).
- Profile local/regional producers and agriculture using website, social media, video clips, etc. Agriculture More Than Ever is an industry-driven voice to “improve perceptions and create positive dialogue about Canadian ag”. The website [agriculturemorethanever.ca](http://agriculturemorethanever.ca) has free resources (e.g. posters, Facebook photos, Tweeter feed photos, webinars, etc.) to promote and foster discussions about Canadian agriculture.

---

<sup>69</sup> Deloitte and The Ontario Municipal Knowledge Network. Best practices in local food: A guide for municipalities. Website accessed March 30, 2016. <https://www.amo.on.ca/AMO-PDFs/Reports/2013/2013BestPracticesinLocalFoodAGuideforMunicipalitie.aspx>



- Promote local food festivals (see 3.1.3) to encourage culinary tourism and sales for area producers.
- Consider showcasing regional foods and products from across Northern Ontario to the region's communities (e.g. at spring home shows, Christmas shows, area festivals, etc.).

#### 4.1.4 Increase access to locally-grown food

Several activities can help increase interest in local food.

Municipalities can undertake the following activities:

- Identify all local producers, suppliers and distributors.
- Work with farmers to determine realistic volumes.
- Establish budgets to source and purchase local products.
- Develop public sector-led procurement policies (e.g. municipal governments, education and health institutions) to increasing the use of local foods. See the local food procurement toolkit Manitoba on the Menu: Local & Sustainable Food Procurement: [http://foodsecurecanada.org/sites/default/files/mb\\_on\\_the\\_menu\\_toolkit\\_online\\_0.pdf](http://foodsecurecanada.org/sites/default/files/mb_on_the_menu_toolkit_online_0.pdf).
- Secure shelf space for local products in area stores.
- Broker meetings to connect local farmers to area grocery stores and restaurants, provide workshops on “tips to get your produce in grocery stores”, help with pricing, packaging, etc.<sup>70</sup>
- Provide support to local farmers' markets (e.g. create a permanent location).
- Foster partnerships between local restaurants, stores and local producers.

#### Incubating Food Products

The Toronto Food Business Incubator is a non-profit organization that helps entrepreneurs establish their own food processing companies. The City of Toronto is involved through its Economic Development Corporation by providing start-up funding of this initiative alongside the federal government. The entrepreneurs participating in this incubator kitchen's Business Incubation Program are provided with advisory support from food industry experts and a commercial kitchen space.

Other public sector bodies can also take action. For example, the Peel District School Board, the Peel Public Health Unit and a third party developed a School Food Action Coalition. This project ultimately increased the amount of Ontario-grown food served in school cafeterias. The group aimed promotional activities and events (such as cooking competitions and visits to local

<sup>70</sup> University of Kentucky – College of Agriculture. Marketing Fresh Produce to Food Retailers. [www.uky.edu/Ag/CCD/marketing/grocers.pdf](http://www.uky.edu/Ag/CCD/marketing/grocers.pdf)

farms) at students and cafeteria staff. See a detailed Case Study on this project in *Best Practices in Local Food: A Guide for Municipalities*.<sup>71</sup>

#### 4.1.5 Encourage local food processing

Incubator kitchens can support local start-up companies in the food sector by giving local entrepreneurs access to tools, expert advice and resources. “The kitchens can provide technical assistance in food processing and training in general business management skills. Incubator kitchens are promising economic development tools that lead to healthy, sustainable, and profitable businesses and creation of jobs in the local economy.”<sup>72</sup>

Municipalities can help develop incubator kitchens by providing infrastructure and funding, as well as support from staff to identify and connect local entrepreneurs with industry experts.<sup>73</sup>

#### 4.1.6 Investigate the feasibility of a Food Hub

A food hub is an organization that manages the aggregation, distribution, and marketing of food products from local and regional producers. It strengthens producer capacity and access to wholesale, retail, and institutional markets. Hubs are commonly organized in a regional context so as to aggregate enough producers and distributors.<sup>74</sup>

A food hub may also include a processing facility, a community kitchen, offices for food businesses or a cooking school. Some food hubs offer a restaurant, juice bar and home food delivery service. Food hubs can support small to medium local businesses, increase public awareness about the food system and provide a place where food-related businesses and organizations can share resources.

---

<sup>71</sup> Deloitte. Best Practices in Local Food: A Guide for Municipalities. Association of Municipalities of Ontario. Accessed March 18, 2016. <https://www.amo.on.ca/AMO-PDFs/Reports/2013/2013BestPracticesinLocalFoodAGuideforMunicipalitie.aspx>

<sup>72</sup> Best practices in incubator kitchen from Exploratory Study for a Kitchen Incubator in West Memphis, Arkansas (2009). In Deloitte. Best Practices in Local Food: A guide for Municipalities. Association of Municipalities of Ontario. Accessed March 18, 2016. <https://www.amo.on.ca/AMO-PDFs/Reports/2013/2013BestPracticesinLocalFoodAGuideforMunicipalitie.aspx>

<sup>73</sup> Deloitte. Best Practices in Local Food: A guide for Municipalities. Association of Municipalities of Ontario. Accessed March 18, 2016. <https://www.amo.on.ca/AMO-PDFs/Reports/2013/2013BestPracticesinLocalFoodAGuideforMunicipalitie.aspx>

<sup>74</sup> Deloitte. Best Practices in Local Food: A guide for Municipalities. Association of Municipalities of Ontario website accessed March 18, 2016. <https://www.amo.on.ca/AMO-PDFs/Reports/2013/2013BestPracticesinLocalFoodAGuideforMunicipalitie.aspx>

One example of a food hub is the *Eat Local Sudbury* co-op grocery store.<sup>75</sup> They sell produce and value added products primarily from farms within 150 miles of Sudbury, but also from across Ontario. The co-op has grown by almost 500% over the past four years with sales increasing from \$150,000 in 2011 to almost \$900,000 in 2015.<sup>76</sup> The website contains information on the organization's structure and purpose, as well as showcasing their farmers and products.

Municipalities can provide guidance and expertise to non-profit organizations or private businesses that spearhead the food hub initiative. For example, they can help conduct market research, and make municipal staff available to answer questions about local bylaws and regulations. Municipalities can offer start-up funding, infrastructure (e.g. land, warehouse location, equipment, etc.), and assist with promotion through publications and websites.

#### 4.1.7 Export local products

Depending on production volumes, local producers may be able to export to regions outside the Kapuskasing area (e.g. to Timmins, Sudbury, James Bay Coastal communities, etc.).

Kapuskasing may wish to explore the potential of establishing a regional food distribution centre. For example, in 2015 two Northwestern Ontario First Nation communities (Kitchenuhmaykoosib Inninuwug and Lac Seul) partnered with Crewest to create a regional food distribution centre in Sioux Lookout. The goal was to lower the cost of shipping food to their remote communities. The group has completed a feasibility study and applied to FedNor and the Nishnawbe Aski Development Fund for assistance. The distribution centre will have warehousing facilities to accommodate large shipments.<sup>77</sup>

## 4.2 Improve employment and entrepreneurial opportunities

The community expressed a desire for more information regarding job opportunities in the community. Businesses expressed frustration with the lack of skilled labour and students expressed a concern about the lack of employment opportunities to help them return to the community. This section discusses the need to improve information sharing to connect current and future residents with local employment opportunities.

### 4.2.1 Establish a Skills Council

Residents suggested the need for better coordination between employers, students, parents and education institutions to ensure that accurate information is available to help all stakeholders

---

<sup>75</sup> Eat Local Sudbury website accessed March 24, 2016. <http://www.eatlocalsudbury.com/#!cooperatives/c122o>

<sup>76</sup> Eat Local Sudbury website accessed March 24, 2016. <http://www.eatlocalsudbury.com/#!cooperatives/c122o>

<sup>77</sup> <http://www.famorthrhc.ca/wp-content/uploads/2015/12/cj-foodcost-reduction.pdf>

understand the labour force opportunities and associated training needs. Accurate labour force information is a crucial first step to help residents, employers and education institution understand and plan for skill development to meet future job market needs (see 4.2.2).

The needs assessment should identify key clusters of needed skills, as well as the gaps that currently exist. Next, it should identify the required Career Pathways (education and skills) to help individuals move into job vacancies.

The community's labour force needs are somewhat quantified: the FNETB regularly compiles labour force data at the regional level (the region includes Cochrane, Smooth Rock Falls and Kapuskasing). Should the community require more community-specific data it may work with the FNETB to discuss options such as community research (e.g. employer surveys). It may also purchasing community specific data from Census Canada or Manifold Data.

#### **4.2.2 Promote local employment/entrepreneurial opportunities**

Once the Skills Council understands the labour force landscape, it can work with the community, local schools and education bodies to address its challenges. It can help students and those looking for a second career to better understand the area's employment opportunities and career pathways.

The community can collaborate with FNETB to identify possible partnerships, activities such as job fairs, and in-school presentations to promote local opportunities and connect with service providers.

#### **4.2.3 Develop targeted training programs to address local skills gaps**

A local partnership between employers, service providers and education institutions should identify the strategies needed to help the workforce

#### **Labour Force Predictions for the North Claybelt Region**

The Far North East Training Board's Labour Market Forecast for 2011-2031 predicts 1,430 labour force exits between 2016-2021, and 1,805 between 2021-2026.

The report identifies the occupations with the highest number of anticipated retirements in the region are:

- Technical occupations in electronics and electrical engineering
- Pulping, papermaking and coating control operators
- Senior management
- Central controls and process operators

The report projected occupational demands in the region in the following areas:

- Trades, transport and equipment operators
- Sales and service occupations
- Business, finance and administration

adapt to help meet local employers' needs. This will include establishing education offerings and programs well ahead of anticipated employer needs. This will require regular review of the training and education programs available, and mapping these against anticipated employment demands.

#### 4.2.4 Explore a Business Incubator

Business incubator programs are an economic development tool used to nurture start-up companies and entrepreneurs to help them survive and grow during the crucial start-up period. The incubator sponsor or host organization(s) is often an academic institution, economic development corporation, the local government or another similar type of organization. The incubator sponsor provides entrepreneurs with targeted resources and services such as:

- Managerial guidance.
- Access to technical assistance.
- Rental space.
- Flexible leases.
- Shared business services and equipment.
- Technology support.
- Assistance securing financing.

Incubators can be mixed-use but they often target specific sectors such as food processing (see 4.1.6) or software development.

To build an effective incubator, it is crucial to invest time and resource in a feasibility study to determine the proposed market, financial base and strong community support. The International Business Innovation Association (NBIA) recommends the following “tips” for communities interested in developing business incubator programs (best practices for establishing incubators are in Appendix E):<sup>78</sup>

- Study the entrepreneurial climate in your community. The most successful business incubators match their services to the needs of local entrepreneurs. You can measure your community's business development needs through feasibility studies, which identify potential incubator clients and the businesses they operate. This information can help you determine the optimal size, location and scope of your program — or help you recognize when a project has little chance for success.

---

<sup>78</sup> NBIA, with credit to the book, *Growing New Ventures, Creating New Jobs: Principles and Practices of Successful Business Incubation*, Rice M. and Matthews J., 1995. NBIA website accessed April 6, 2016  
[http://www2.nbia.org/resource\\_library/tips\\_dev/index.php](http://www2.nbia.org/resource_library/tips_dev/index.php)

- Don't expect an incubator to cure decades of community decay. Business incubators can play a vital role in a community's economic development efforts, but seldom can they turn around a local economy single-handedly. When possible, include a business incubator as part of your larger economic development plan.
- Be creative, but realistic. One of the great things about incubators is their flexibility as an economic development tool. Maybe a retail or arts-and-crafts incubator would be more effective at sparking economic growth in your community than a more traditional incubator that serves a variety of manufacturing or service clients. However, temper your creativity with a reality check — don't fall in love with a vision for the incubator that isn't supported by sobering considerations, like the existence of a sufficient market and the support of business, political and civic leaders.
- Don't let real estate drive the project. Remember that an incubator's location is only one of many factors that will determine whether the project will succeed. While the long-vacant landmark in the center of town might seem to be the perfect facility for your incubator, it may not be the most suitable location if the building needs costly repairs or if it does not provide the amenities your potential clients need.

### **4.3 Increase Partnerships with First Nations**

Kapuskasing is located on the traditional territory of the Moose Cree First Nation. Community members, the municipality and several local businesses have built good relationships with Indigenous people in the area, and have entered into various partnership arrangements.

Over the past few years, Kapuskasing has reaped the economic benefits of a nearby hydro generation project constructed in partnership with area First Nations. The \$2.6B Lower Mattagami project employed over 1800 people during the construction phase of the project – many from Kapuskasing. This openness and willingness to partner with Indigenous people is a key strength for the community.

#### **4.3.1 Increase partnerships with First Nations**

Local businesses and the municipality have developed various partnerships with First Nation organizations. Participants noted during the consultation sessions that local businesses have hired or set up joint ventures with indigenous people. Business owners see an excellent opportunity to address skill shortages by collaborating with First Nations to achieve shared economic and social benefits for the region. Members of the business community felt there would be value

in having the Municipality work more closely with those who have built good relationships with First Nations. This could generate more opportunities for collaboration.

#### **4.3.2 Share best practices from business, municipal and First Nation perspectives**

The Town of Kapuskasing has worked hard to develop meaningful partnerships with First Nation communities. In early 2016 the community hosted an initial Aboriginal Economic Development Forum on that attracted 44 people from throughout the region. Participants discussed a range of partnership opportunities between municipalities and First Nations. Future events should continue to build awareness and understanding, showcase private sector partnerships and share lessons learned and best practices.

The documentary film “Our heritage, Our future – the Kapuskasing River Waterpower Project”<sup>79</sup> reflects a good example of effective relationship building. Partners in this project included Brunswick House First Nation, Chapleau Ojibwe First Nation, Chapleau Cree First Nation, the Town of Kapuskasing and Hydromega.

#### **4.3.3 Establish process to build relationships and identify opportunities**

To realize mutual interests, best practices point to the need for early engagement and ongoing, sustained efforts to build relationships and understanding. In general the process for cultivating stronger relationships should:

- Be proactive.
- Develop a common understanding of shared interests, concerns and expectations.
- Build trust.
- Include indigenous people in the local economy (e.g. through skills training, employment, business opportunities, and collaboration for long-term financial benefit).
- Engage indigenous communities around issues of local concern (e.g. employment, procurement, land-use, joint lobbying, tourism , etc.).

Some communities are moving beyond the initial phases of building relationships to joint planning. For example, the Slave Lake Regional Tri-Council Economic Development Strategic Plan (2012-2015) developed a regional economic plan including two municipalities and a First Nation. The model uses a consensus-based approach to decision-making for the three-year regional development plan.<sup>80</sup> Activities in the plan included land inventory and assessment,

---

<sup>79</sup> Waterpower Working Group. “Our Heritage, Our Future – The Kapuskasing River Waterpower Project”. Film accessed from website March 21, 2016 <https://vimeo.com/61266871>.

<sup>80</sup> Lesser Slave Lake Regional Tri-Council Economic Development Strategic Plan: 2012-2015. [http://www.fcm.ca/Documents/reports/CEDI/Tri\\_council\\_economic\\_development\\_strategic\\_plan\\_EN.pdf](http://www.fcm.ca/Documents/reports/CEDI/Tri_council_economic_development_strategic_plan_EN.pdf)

joint marketing materials, affordable housing, partnership building, a regional labour force strategy and tourism marketing.

Consider using the Federation of Canadian Municipalities “Stronger Together” toolkit to help guide a long-term approach for partnerships with First Nations. The toolkit was developed to help municipalities and First Nations collaborate on joint planning for community and economic development and contains processes and structures for joint planning and “mutual prosperity.”<sup>81</sup>

## 5.0 Timeline and Implementation

Table 5.1 identifies the strategic directions, the main activities, and the proposed project leaders and KSC accountabilities.

For the complete set of activities and a suggested timeline, refer to Appendix F.

**Table 5.1: Projects, Leaders and KSC Accountabilities**

Project Name	Proposed Lead
<b>Direction 1: Engaged and Inclusive Community</b>	
<b>1.1 A Welcoming Community</b>	
1.1.1 Assess and address broad customer service needs.	College Boreal
1.1.2 Develop a Community Action Plan to counter racism.	Municipality
1.1.3 Support newcomers to Kapuskasing.	Chamber
<b>1.2 Build Community Pride</b>	
1.2.1 Establish tri-lingual signage at entrances.	Municipality
1.2.2 Establish way finding/directional signs on trails.	Municipality
1.2.3 Build brand materials and guidelines	Municipality , HCK
<b>1.3 Informed Citizens</b>	
1.3.1 Offer leadership and volunteer development training	Rotary, Centre de Loisirs
1.3.2 Use a variety of communication channels.	Municipality
• Develop online, interactive community portal.	Municipality
• Promote shared online space to post information.	Municipality
1.3.3 Encourage public involvement in planning	Municipality
<b>Direction 2: Beautiful Kapuskasing</b>	
<b>2.1 Revitalized Buildings</b>	

<sup>81</sup> Federation of Canadian Municipalities. Stronger Together: Joint First Nations – Municipal Community Economic Development Toolkit: <http://www.fcm.ca/home/programs/community-economic-development-initiative/toolkit.htm>



Project Name	Proposed Lead
2.1.1 Establish a Community Improvement Plan	Municipality, BIA
<ul style="list-style-type: none"> <li>Identify key CIP areas and eligibility requirements</li> </ul>	Municipality, BIA
<ul style="list-style-type: none"> <li>Follow Model City and Garden City concepts</li> </ul>	Municipality, BIA
<b>2.2 Vibrant public spaces</b>	
2.2.1 Create a public spaces strategy.	Municipality
2.2.2 Establish pedestrian zones.	Municipality
2.2.3 Promote year-round programs, use of public space	Municipality
2.2.4 Enhance public spaces	Municipality, BIA,
<b>2.3 A Growing Garden City</b>	
2.3.1 Increase tree-lined paths, streets and public spaces	GTK Committee
2.3.2 Become a “Community in Bloom”	Municipality, Hortic. Society
<ul style="list-style-type: none"> <li>Establish “Adopt-a-Park/Garden” opportunities</li> <li>Encourage “greening”</li> </ul>	Municipality, Hortic. Society
2.3.3 Increase trail connectivity	Municipality, HCK
<ul style="list-style-type: none"> <li>Incorporate displays along trails</li> <li>Use community branding in trail signage</li> </ul>	Municipality, HCK
<b>Direction 3: Nurture healthy and vibrant people</b>	
<b>3.1 Promote local food</b>	
3.1.1 Expand community gardens.	GTK, Hortic. Society, HCK & Golden Age Club
3.1.2 Research & consider backyard chicken bylaw.	Farmers Market
3.1.3 Expand Farmers Market	Farmers Market, Municipality
3.1.4 Establish food festival	BIA, farmers, restaurants
3.1.5 Hold regular agricultural tours	Municipality, Farmers
3.1.6 Develop a Master Gardener program	Horticult. Society
<b>3.2 Healthy Kapuskasing Activities</b>	
3.2.1 Undertake community health needs assessment	Health Care Team & FNETB
3.2.2 Identify health professional recruitment needs	Health Recruitment Team
<ul style="list-style-type: none"> <li>Improve access to medical support/technology.</li> <li>Encourage youth to pursue health care education.</li> </ul>	Health Recruitment Team & schools
3.2.3 Renew key recreational infrastructure.	Municipality
<b>3.3 Develop a Housing Strategy</b>	
3.3.1 Establish Supportive housing for seniors	Municipality, Hospital & CDSSAB
3.3.2 Increase affordable housing	
3.3.3 Support seniors, and disabled people at home	CCAC, Red Cross, Centre de Sante
3.3.4 Identify emergency housing options	Evac’n Committee
<b>Direction 4: Diversify our Economy</b>	
<b>4.1. Develop a Local Agriculture Development Strategy</b>	
4.1.1 Establish an Agriculture committee	EDC

Project Name	Proposed Lead
4.1.2 Identify and address gaps in agriculture services	EDC
• Research and implement a model (e.g. a coop)	EDC
• Promote agricultural opportunities in Kapuskasing	EDC
• Provide training to build capacity and expertise	EDC & Colleges
4.1.3 Create a brand for locally-produced food	EDC
4.1.4 Promote locally produced food products	EDC, Chamber
4.1.5 Encourage local food processing.	EDC
4.1.6 Export local products	EDC
<b>4.2 Improve Employment/entrepreneurial opportunities</b>	
4.2.1 Conduct a labour needs assessment.	EDC, Skills Council
4.2.2 Promote opportunities	EDC & FN
4.2.3 Develop training programs to address skill gaps	EDC, trainers
4.2.4 Create an innovation hub for entrepreneurs	EDC
<b>4.3 Expand Partnerships with First Nations</b>	
4.3.1 Increase partnerships with First Nations.	EDC & FNs
4.3.2 Share best practices and lessons learned.	EDC & FNs
4.3.3 Establish process to build relationships.	EDC & FNs

## Appendix A: Background Documentation Review

The Steering Committee provided the following documents to the consulting team, to inform both the research and analysis stages of the strategic plan.

**Figure Heading**

<b>Document Title</b>	<b>Author, Year</b>	<b>Summary</b>
Kapuskasing Economic Development Corporation Annual Report	Kapuskasing Economic Development Corporation (KEDC), 2012	Provides an overview of the KEDC's progress, objectives and accomplishments.
Kapuskasing Community Profile	Town of Kapuskasing, 2011	Provides an overview of the Town of Kapuskasing's demographics
Current and Future Opportunities for Agricultural Development in Northeast Ontario: A Regional Development Perspective	Wayne Caldwell, and Eric Marr (University of Guelph), 2011	Summarizes background on the NeCN catchment area and the challenges of agriculture in the North.
Kapuskasing Economic Development Strategy	McSweeney and Associates, 2011	Recommends approaches to expand the economy in Kapuskasing.
Town of Kapuskasing Cultural Mapping Initiative and Marketing Strategy	Planscape Inc, 2012	Identifies local cultural assets and suggests a supporting marketing approach.
Community Impact Analysis for the Town of Kapuskasing	Northern Consulting Group, and McSweeney and Associates, 2010	Reports on how to maximize the economic benefit of several upcoming projects.
Town of Kapuskasing Service Level Review	KPMG, 2014	Describes current service levels and presents recommendations for consideration.

## Appendix B: Survey for Residents

Thank you for taking the time to fill out this survey. It should take 15-20 minutes to complete.

The Survey is from Clearlogic Consulting Professionals, a management consulting firm that we are working with to facilitate our Strategic Plan. The Clearlogic team has worked with communities and organizations across the province to help them become more effective at what they do. They'll be facilitating a range of surveys, consultations and focus groups to collect input that will inform our strategic plan. At the moment, they are completing an environmental scan and conducting research on best practices for communities similar to ours.

Your answers are completely anonymous, and there is no identifying information saved with your survey. The information from the survey will be compiled and reported in aggregate form to help ensure that no individual responses can be identified.

Please be as thorough and frank as possible when answering the questions. Remember, the more detail we have, the more likely we will have a plan that truly reflects the concerns, needs and goals of our community.

**1. Are you:**

Male

Female

**2. What age group are you?**

10-14

35-39

60-64

15-19

40-44

65-68

20-24

45-49

70-74

25-29

50-54

75+

30-34

55-59

**3. Which of the following groups best describe you? Please click all that apply.**

Long-time resident (more than 5 years)

New resident (less than 5 years)

Aboriginal

Francophone

Anglophone

Senior

Youth

Immigrant

Disabled (Physical or Mental challenge)

Other (please specify)

**4. Which ONE of the following sectors do you represent for the purpose of this survey**

- |  |  |
|--|--|
| <input type="radio"/> General Public                       | <input type="radio"/> Professional Services              |
| <input type="radio"/> Community & Economic Development     | <input type="radio"/> Recreation                         |
| <input type="radio"/> Construction & Engineering           | <input type="radio"/> Research & Innovation              |
| <input type="radio"/> Digital Economy & Telecommunications | <input type="radio"/> Retail & Services                  |
| <input type="radio"/> Education                            | <input type="radio"/> Retired                            |
| <input type="radio"/> Forestry, Agriculture & Food         | <input type="radio"/> Social Services and Not-for-Profit |
| <input type="radio"/> Arts and Culture                     | <input type="radio"/> Transportation & Manufacturing     |
| <input type="radio"/> Health & Medical Services            | <input type="radio"/> Tourism & Hospitality              |
| <input type="radio"/> Mining & Energy                      | <input type="radio"/> Unemployed                         |
| <input type="radio"/> Municipal Services                   | <input type="radio"/> Volunteer                          |

**5. What do you think are the community's three greatest strengths?**

Strength 1

Strength 2

Strength 3

**6. For each strength you identified in Question 5, please list one way the community might be able to take better advantage of it.**

*For example, imaging you wrote "Very active Chamber of Commerce" as Strength 1. For this question, you might then respond "Encourage Chamber to get more involved in building local business owners' skills" as a way to take advantage of this asset.*

Build on Strength 1 by:

Build on Strength 2 by:

Build on Strength 3 by:

**7. What do you think are the community's three greatest challenges?**

Challenge 1.

Challenge 2.

Challenge 3.

**8. For each challenge you identified in Question 7, please list one way the community might be able to address the challenge.**

*For example, imagine you wrote "Local businesses are not adopting new technology and are falling behind" as Challenge 1. In Question 8, you might then respond "Establish outreach and training program to help business owners benefit from technology."*

Address Challenge 1 by:

Address Challenge 2 by:

Address Challenge 3 by:

**9. What ECONOMIC development opportunities do you think the community should pursue, and why?**

*Economic development opportunities create jobs and diversify the economy. Try to consider only those ideas that are reasonable and practical for the community to accomplish. For example, it might be great to have high-speed train to Toronto, but this is not something the community can realistically make happen.*

1.

2.

3.

What COMMUNITY development opportunities do you think the community should pursue, and why?

*Community development opportunities improve quality of life. Try to consider only those ideas that are reasonable and practical for the community to accomplish. For example, Temiskaming Shores raised almost \$500k over 2 years and built a Skateboard Park for its youth. Timmins holds annual Welcome to Timmins nights that helps encourage volunteerism and showcases community services, clubs and organizations.*

1.

2.

3.

10. A “threat” is considered something outside the control of the municipality. Threats can often be lessened or avoided if you anticipate and make plans to address them. Does your community face any threats in the next five to ten years?

*For example, the increasing cost of energy is a threat for many communities, because that makes it harder to attract and keep businesses.*

1.

2.

3.

11. The Municipality offers many services and programs, from Recreation to Water treatment. Imagine you had \$100 to spend. How would **you** allocate the money to services and programs? (NOTE: The total of all entered numbers must add up to \$100. Do not write dollar signs in the boxes).

*For example:*

*Service A - \$ 10*

*Service B - \$ 0*

*Service C - \$ 40*

*Service D - \$ 50*

*Total \$100*



Emergency services & protection (fire, police, animal control)  
 Public Works (roads, snow removal, water, sewer)  
 Airport  
 Environmental services (garbage, recycling etc.)  
 Health, social and family services (cemetery, health unity, manor, etc.)  
 Recreation (pool, arena)  
 Cultural services (facilities, library, programs)  
 Planning & Community Development (tourism, community improvement, etc.)  
 Financial management  
 Reserve (rainy day fund)


**12. Please rate the quality of the Municipality’s customer service.**

Municipal Customer Service	Very poor ○	Poor ○	Neutral ○	Good ○	Excellent ○
----------------------------------	----------------	-----------	--------------	-----------	----------------

**13. Please explain your rating of the Municipality’s customer service. Please elaborate on how you would improve customer service.**

--

**14. What are three realistic projects that could be done over the next five years, and that will improve the community’s quality of life or economic diversity?**

1.
----

2.
----

3.
----

**15. What kind of community would you like Kapuskasing to be 10 years from now?**

--

**16. What barriers do you face that may prevent you from volunteering to help your community? (Please check all that apply)**

- No one has ever asked me to help.
- I don't know what opportunities are out there.
- I don't know how I could help.
- I don't know anyone on any committees.
- I'm not sure I would have enough time to commit.
- I'm not convinced that committees and boards are an effective use of my time.
- I had a negative volunteering experience in the past.

Other (please specify)

**17. Please share any other comments you'd like to make on your community's strategic plan, or on the process to develop it:**

Thank you for taking the time to offer your ideas, suggestions and insights.

We're trying to get as many responses as possible to this survey.

Please consider sending this survey to your friends, family and co-workers so they can also share their thoughts.

## Appendix C: Advertisements to Promote Survey Participation




**Kapuskasing**  
*Our Home, Our Future*

The Town of Kapuskasing is gathering comments from residents and businesses. If you live, work or play in Kapuskasing, **HAVE YOUR SAY!**

What is important to you? Help us determine what needs to be done to ensure your community is strong, stable and prosperous. Your participation in this process is critical and we want to hear from as many people as possible.

**Take the survey**

[www.kapuskasing.ca/StrategicPlan](http://www.kapuskasing.ca/StrategicPlan)



**Kapuskasing**  
*Notre ville, notre avenir*

La Ville de Kapuskasing recueille présentement les commentaires de sa population et de ses gens d'affaires. Si Kapuskasing est votre lieu de résidence, de travail ou de loisirs, **faites entendre votre voix!**

Qu'est-ce qui a de l'importance à vos yeux? Aidez-nous à déterminer les mesures à prendre pour rendre la communauté forte, stable et prospère. Votre participation à ce processus est essentielle et nous voulons entendre les idées du plus grand nombre possible de personnes.

**Répondez au sondage!**

[www.kapuskasing.ca/PlanStratégique](http://www.kapuskasing.ca/PlanStratégique)

## Appendix D: IAP2's Public Participation Spectrum

# IAP2 Spectrum of Public Participation



	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<b>Public participation goal</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
<b>Promise to the public</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
<b>Example techniques</b>	<ul style="list-style-type: none"> <li>▪ Fact sheets</li> <li>▪ Web sites</li> <li>▪ Open houses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public comment</li> <li>▪ Focus groups</li> <li>▪ Surveys</li> <li>▪ Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Workshops</li> <li>▪ Deliberative polling</li> </ul>	<ul style="list-style-type: none"> <li>▪ Citizen advisory committees</li> <li>▪ Consensus-building</li> <li>▪ Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>▪ Citizen juries</li> <li>▪ Ballots</li> <li>▪ Delegated decision</li> </ul>

© 2007 International Association for Public Participation

<sup>82</sup> International Association for Public Participation. Public Participation Spectrum. Website accessed March 16, 2016. <http://iap2canada.ca/page-1020549>

## Appendix E: Best Practices for Business Incubators<sup>83</sup>

The International National Business Incubator Association (INBIA) presents two principles that are essential for effective business incubation or accelerator programs:

- The program aspires to have a positive impact on its community's economic health by maximizing the success of emerging companies.
- The program itself is a dynamic model of a sustainable, efficient business operation.

INBIA recommends that management and boards of incubators or accelerators should strive to adhere to the following best practices:

- Commit to the two core principles of business incubation (see above).
- Obtain consensus on a mission that defines the incubator's role in the community and develop a strategic plan containing quantifiable objectives to achieve the program mission.
- Structure for financial sustainability by developing and implementing a realistic business plan.
- Recruit and appropriately compensate management capable of achieving the mission of the incubator and having the ability to help companies grow.
- Build an effective board of directors committed to the incubator's mission and to maximizing management's role in developing successful companies.
- Prioritize management time to place the greatest emphasis on client assistance, including proactive advising and guidance that results in company success and wealth creation.
- Develop an incubator facility, resources, methods and tools that contribute to the effective delivery of business assistance to client firms and that address the developmental needs of each company.
- Seek to integrate the incubator program and activities into the fabric of the community and its broader economic development goals and strategies.
- Develop stakeholder support (including a resource network) that helps the incubation program's client companies and supports the incubator's mission and operations.
- Maintain a management information system and collect statistics and other information necessary for ongoing program evaluation, thus improving a program's effectiveness and allowing it to evolve with the needs of the clients.

---

<sup>83</sup> International Business Innovation Association. Resources for Program Managers: Program Best Practices. International Business Innovation Association website accessed April 6, 2016. <https://www.inbia.org/resources/for-program-managers/program-best-practices>

## Appendix F: 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. Blue Sky Net will work with the business to help them define their objectives and ensure the appropriate E-business tools are chosen. 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 or Blue Sky Net advisors. Successful applicants will be required to meet with Blue Sky Net staff for a short follow-up interview upon program completion.

Visit [www.blueskynet.ca](http://www.blueskynet.ca) or [www.neonet.on.ca](http://www.neonet.on.ca) for more information on this program. Please note that Blue Sky Net is not accepting applications at this time and is subject to renewal of government funding.

### 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.

Visit <http://www.esdc.gc.ca/eng/seniors/funding/index.shtml> for more information.

### 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 either 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.

Visit <http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/PRDR007505>

for more information.

#### **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.

Visit

[www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/OSAPQA005140](http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/OSAPQA005140) for more information.

## 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.

Visit <http://www.mtc.gov.on.ca/en/home.shtml> for more information.

## **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](http://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.

Visit

<http://www.mcsc.gov.on.ca/en/mcsc/programs/accessibility/partnerships/EnablingChange/funding.aspx> for more information.

The application period for the 2014-15 EnAbling Change Program is now closed. Visit the Grants Ontario website for further information.

## **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.omafr.gov.on.ca/english/about/local\\_food\\_guidebook.pdf](http://www.omafr.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>

## **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.

## 16. Northern Business Opportunity Program - New Investment Projects

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 plans
- Strategic plans
- Feasibility studies
- Land
- Rolling stock (e.g. cars & trucks)
- Maintenance and administration
- Mine development costs
- Milling operations
- Inventory
- Ongoing operating costs
- Acquisitions and buy-outs
- Electricity generation projects
- Mineral exploration

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> for more information.

## 17. 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.

Application Deadlines for 2014-21-5 are:

- February 15, 2014.
- July 15, 2014.
- October 15, 2014.
- 15 February, 2015.

For more details, visit the funding website at <https://fef.td.com/funding/>

## **18. Trillium Foundation: NOTE PROGRAM UNDER REVIEW AT MARCH 31, 2016**

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 as well as the overall demand and granting budget in the catchment area. The four sectoral areas are Arts and Culture, the 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 that help assess applications by examining how well proposed activities fit with OTF's granting priorities and assessment criteria and meet local needs.

**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 all or part of a request depends on how well an application fits with OTF's priorities and assessment criteria as well as the overall demand and granting budget in the Province-Wide Program. Staff delivers this program and a volunteer Grant Review Committee made up of members of the OTF Board of Directors. Applications are reviewed to determine how well proposed activities fit with the Foundation's priorities and assessment criteria and how well they meet provincial needs.



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.

## 19. 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). Before completing your application, carefully review the relevant Program Guidelines to ensure your organization is an eligible recipient and the proposed activities of your youth internship project fit within the appropriate program objectives and criteria. 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.

For complete program details visit <http://fednor.gc.ca/eic/site/fednor-fednor.nsf/eng/fn03471.html>

### 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 located in Northern Ontario that are interested in providing training and work experience to recent graduates. 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 following 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.

For complete program details visit <http://nohfc.ca/en/programs/northern-ontario-internship-program>

## Appendix G: Implementation Timeline