Strategic Plan for the Municipality of Killarney

PHASE 4 OF THE STRATEGIC PLANNING PROCESS

4

FINAL REPORT

Phase 1	Phase 2	Phase 3	Phase 4

October 2014

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1.0 Introduction

In early 2013 the Municipality of Killarney began the process of developing a five-year economic development strategic plan. The community seeks to develop strategies that will ultimately improve its economic outlook and local quality of life. A coordinated community-centred strategic plan will help the municipality and its partners capitalize on a range of emerging opportunities in an effective and coordinated manner.

Killarney has made considerable investments in local infrastructure (e.g. the outdoor arena, the airport and the community centre). A local mining operation is being revived and expanded, which will create new jobs in the area. The Municipality wishes to explore opportunities that will diversify its economy and make the most of those developments. While tourism remains a mainstay for Killarney, communities are recognizing the importance of growing an economy that doesn't rely too heavily on any one sector.

Killarney's Georgian Bay location offers several economic planning strengths, such as the four-hour drive to the largest population centre in Canada; access to the Great Lakes network; unique natural environment; and a humid continental climate. Although the land base for economic activity is limited by its proximity to two provincial parks, Killarney is ideally suited for the knowledge economy, service sector and creative industries. There may also be other sectors the community can feasibly pursue to promote economic diversification. Our consultation sessions, focus groups and interviews are structured so that they encourage participants to think creatively about potential opportunities. We also conduct research into what similar communities are doing to see if there are transferable concepts that might benefit Killarney.

The purpose of the strategic plan is to identify realistic short-, medium- and long-term economic and community development opportunities.

The strategic plan development process included four phases:
- Phase 1: An assessment of environmental factors impacting the community, a summary of stakeholder feedback and a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.
- Phase 2: A report on feasible economic and community development opportunities, including a rationale for their selection.
- Phase 3: A detailed implementation plan that makes the most effective use of the community's various resources. Phases 2 and 3 were combined in a single report to better make the connection between findings, recommendations and implementation.
- Phase 4 (this document): A final report that synthesizes information from the first three phases and connects them in a single, coherent document.

1.1 Vision and Mission Development for the Municipality of Killarney

The foundation of any long-term plan is the objectives that stakeholders want to accomplish. Before developing tactics and strategies, the community must decide what it wants to achieve, and these priorities are reflected in the Vision and Mission statements. Part of the deliverables for Killarney's Strategic Plan included revisiting and revising the Community's Vision and Mission Statements. In December of 2013, the consulting team facilitated a session with the Steering Committee to develop a new vision and mission. These draft statements were then further refined during subsequent public consultation sessions.

1.1.1 The Distinction between Vision and Mission

A vision statement is aspirational; the vision may never be achieved in its entirety, but acts as a motivator that encourages the community to be the best it can possibly be. Vision statements are meant to reflect ambitious, long-term goals, and are typically in place for ten years or more. Mission statements are more operational in nature; they describe the main activities of the plan, how the community expects to accomplish them, and what values inform their decisions. Missions are usually crafted for shorter periods, usually three to five years. A single vision may have three or more mission statements over the course of its lifetime.

Vision statements are not slogans or mottos; they are however simple, memorable expressions of long-term goals. As a rule of thumb, the best vision statements are those that would fit on a T-shirt. For more information on the distinction and applications of Vision and Mission Statements, see Appendix B.

1.1.2 Killarney's Vision Statement

During the vision development session, participants suggested many aspirational concepts, including:
- Beautiful, natural landscape/wilderness/environmental integrity.
- Respect for area cultures & history.
- World class tourist destination.
- Larger population.
- New housing (including affordable housing).
- Older residents have supporting services available.
- Increased income & new jobs for residents.
- New, larger and more efficient businesses.
- Environmental sustainability.
- Unified municipality.
- Killarney supports and operates within a regional context.

It's important to recognize that not all of these concepts can be included in a vision; we can, however, distill many of them into broader terms that encompass the underlying themes.

Killarney stakeholders subsequently adopted the following Vision Statement:

Killarney's commitment to sustainability is reflected in a cohesive, thriving municipality with high quality community services.

The word *cohesive* suggests the collaboration and cooperation between the Killarney town site and other areas of the municipality, and between permanent and seasonal residents. The economic diversification, population growth and employment concepts are encompassed by the phrase *thriving municipality*. The word *sustainable* refers to the protection of Killarney's environment and heritage, and to the maintenance of a diverse economic base that can withstand boom-and-bust cycles. The phrase *high quality community services* addresses the intention to provide residents with the services they need to enjoy an excellent quality of life.

1.1.3 Killarney's Mission Statement

A good mission statement should include references to the purpose, operational approaches and values of the community. The mission should guide decision-making throughout the life of the plan. For example, it can be used to establish criteria for project selection, or help determine how best to allocate scarce resources. The most effective mission statements are brief and memorable, so that they can be recalled instantly when people are making decisions about how to proceed with a community project. Like the vision, a mission statement should be concise, so that it fits on a T-shirt or Post-it note.

Participants in the vision and mission building session suggested the following concepts as part of a mission statement:
- Secure private investment to revitalize local properties.
- Attract seniors to the community.
- Promote Killarney as a world class destination.
- Protect the environment.
- Diversify the economic base.
- Partnerships, investment, & strategy to market the community.
- Identify our cultural assets.
- Identify needs; build local skills to help establish and grow businesses.

As with the vision, it's not possible to explicitly include all of these concepts in a single mission statement. That being said, the concepts are not lost; many of them are captured by the proposed strategic plan projects that have been generated.

Killarney Stakeholders adopted the following Mission Statement:

Our mission is to maximize opportunities for community economic, cultural and social development by building partnerships and plans that address residents' long-term needs.

The mission expresses the following sentiments:
- Purpose: The purpose of the plan is to address residents' long-term needs.
- Operations: Participants at the vision-mission session wanted to communicate the importance of partnering, planning and responding to residents' needs.
- Values: This mission conveys the concepts of long-term planning, effectiveness and collaboration.

The vision and mission will drive decision making throughout the life of the strategic plan. The mission statement in particular should be used to determine not only what projects will be included, but also which ones will *not* be included.

Referring back to the vision and mission helps community leaders maintain their focus on strategies that will get the greatest result in the context of the vision they want to achieve. It also helps prevent spreading scarce resources too thinly, and facilitates project success over the longer term.

2.0 Community Engagement and Commitment

The Killarney Strategic Plan Steering Committee wanted to ensure maximum stakeholder engagement and buy-in for this project. In strategic planning, stakeholder involvement and communication is critical. Without buy-in and commitment from the people most affected by the plan, it can be very difficult to implement the projects that emerge from the planning process.

Communicating the information about the process to the community at large is a common strategic planning challenge. To help address this, the consulting team developed a website specifically for this project. The site contains regular updates, progress reports, background information and other communications tools. It is also a central location for hosting web-based surveys and providing contact information so that stakeholders can get in touch with either the Steering Committee or the lead consultant.

There were four major stakeholder engagement activities:
1. Steering Committee Recruitment
2. Public Consultation and On-line Survey
3. Sectoral Focus Groups
4. Interviews

2.1 Steering Committee Recruitment

Given the community-oriented nature of this plan, the consultants recommended recruiting some community members to the Committee as a means of encouraging more stakeholder buy-in. In December 2013, the Municipality advertised for volunteers to participate on the Steering Committee. Volunteers came forward and a 9-member committee was formed, representing the tourism, municipal, Ward 1, Ward 2, small business and education sectors.

Steering Committee members include:
- Jeremy Pawson
- Deborah Burant
- Aaron Pineault
- Jim Rook
- Morgan Pitfield
- Peggy Roque
- Gilles Legault
- Brad Blackwell
- Annabelle East

In December 2013, the consulting team met with Steering Committee members for a project kick-off meeting. At this time, they agreed on a work plan, types of engagement activities, reporting schedule and roles and responsibilities.

2.2 Public Consultation and On-line Surveys

In consultation with the Steering Committee, the consulting team scheduled the engagement process between October and December 2013. Additional consultations with the business operators in Ward 2 were conducted in March 2014.

Community members were invited to the Public Consultation via community advertising and the Killarney Strategic Plan project website.

The goals of the public consultation were to:
- Increase awareness and understanding of the strategic planning process.
- Share and refine the community's vision and mission statement.
- Contribute to the SWOT analysis.
- Brainstorm potential opportunities.
- Assess potential partnerships and level of commitment for implementation.

On-line Surveys

In consultation with the Steering Committee, the consulting team developed an on-line survey and hard copy survey to encourage comments and ideas from those unable to attend a face-to-face session. This was of particular importance to Killarney, which has a high number of seasonal residents (cottagers). These surveys are meant to collect data that can be organized in terms of the SWOT framework. They also collect general feedback and ideas on the planning process. Thirty-five people (both full-time and seasonal residents) responded to the Community Input Survey.

2.3 Focus Groups

A focus group is a small-group discussion guided by a trained facilitator. It is used to learn more about opinions on a designated topic, and how to guide future action. Focus groups are distinct from public consultations in that the discussion is centred on a particular interest, sector or goal. We find that for community development purposes, a focus group of six to twelve participants is ideal.

The Steering Committee identified stakeholder[1] groups of particular interest to the municipality for the focus groups. Steering Committee members and other municipal leaders used their network of contacts to invite individuals representing specific sectors, mostly via email. In addition, we created posters to advertise the session, and asked those who represented groups or organizations to distribute invitations. As we approached the date of the focus groups, several of them had no response. The consulting team and steering committee members then placed telephone calls to key stakeholders to provide more information and encourage individuals to participate.

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[1] Please note that we recognize and respect First Nations communities' preference to be called Rights Holders as opposed to stakeholders. To simplify the document, we use the word stakeholders to encompass all groups and individuals that are affected by and interested in the process.

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Focus group sessions were held at various locations throughout the community, including the Veteran's Hall, the Killarney-Shebanoning Environmental Education Centre, and the French River Provincial Park Visitor Centre. In addition, two teleconferences were held on March 7th to facilitate input from seasonal business owners.

Table 2.1: Focus Group and Public Participation

Sector	Participants	Commitment/Buy-In
Tourism	20	High – moderate commitment
Retail	7	Moderate commitment
Seniors		High – moderate commitment
Health/Social Services/Recreation	3	Highly committed to helping
General Public	30	Too early to tell

The goals of the focus groups were to:
- Increase awareness and understanding of the strategic planning process relative to each sector.
- Identify barriers to operation, potential opportunities and other data.
- Contribute to the SWOT analysis.
- Leverage sector networks to encourage ongoing participation and engagement in the plan.
- Assess potential partnerships and level of commitment for implementation.

2.4 Interviews

The consulting team conducted in-depth interviews with 2 key stakeholders from Coco Paving Inc., one of the largest industries in the area. The interview objectives were the same as those for the focus groups. Interview findings are incorporated into the SWOT analysis and discussion sections of this report.

2.5 Preliminary Discussion on Stakeholder Commitment Levels

The General Public

The Public Consultation process was challenging because many of those affected by the strategic plan are seasonal residents who don't live in the community year-round. To address this issue, the consulting team worked with the Ward 2 representative, Jim Rook, to identify 16 people who could participate in telephone interviews. The consulting team also advertised and hosted 2 public consultations – one was held at the Veteran's Hall in Killarney and the other at the French River Provincial Park Visitor's Centre. Fourteen people attended the Veteran's Hall public consultation session. No one attended the public consultation session held at the French River Provincial Park Visitor's Centre.

During the session, participants engaged in the discussion and contributed ideas and feedback. However, it may be premature to judge the level of commitment from the general public without having concrete opportunities before them.

Retail Sector

The Retail focus group was well attended by seven business owners. The group acknowledged the need for improved marketing and cooperation between businesses to host local events, collaborate for staff training, and coordinate local business services and hours of operations. The area is not currently served by a local business organization such as a Chamber of Commerce or BIA.

Seniors

Ten people attended the Seniors focus group. Participants shared their vision for the future; this group recognized the need for increased local services and supports (e.g. housing) for seniors. This group expressed interest in supporting and volunteering at local festivals and events.

Tourism

Given the relative number of tourism facilities and opportunities in Killarney, only seven residents attended the tourism session. This low turnout was expected, given that many tourism operations are seasonal and several owners were not available.

Jim Rook, the Steering Committee Co-Chair, then assisted in the coordination of a teleconference, and an additional 16 tourism operators were consulted.

This group agreed that local business should collaborate on marketing, and that they would support an Economic Development staff position. They also recognized the need for a new business organization to foster collaboration. The tourism operators noted that revenues have suffered from high fuel prices, a relatively high US exchange rate and a decline in demand for consumptive tourism products. The group also noted that snowmobiling has peaked, and slightly warmer winters have taken a toll on the number of seasonal passes sold.

It is likely that there will continue to be significant challenges associated with trying to engage the business community in any strategic plan projects due to the seasonal nature of the industry and the isolated operations of the tourism businesses.

3.0 Background Documentation Review

The Steering Committee provided the following documentation to be used as background information throughout the strategic planning process (Table 3.1).

Some of these reports and studies contain recommendations and best practices that might be relevant for the strategic goals that stakeholders choose to pursue in this plan. Findings and recommendations in these documents have also been used to inform the environmental scan that follows.

Table 3.1: Background Documents Provided by Killarney Steering Committee

#	Year	Title and Description	Author
1	2013	Economic Development Committee Feedback for SWOT Analysis	Peter Turkstra
2	2002	2002 Economic Development Plan	KAL Management
3	2003	Zoning By-law for the Municipality of Killarney	Marshall Macklin Monaghan Ltd.
4	2010	Official Plan: Land Use Maps for Killarney East and West Planning District	CGIS Solutions
5	2012	Assessment Update: Provincial Parks	MPAC
6	2013	Workforce Planning for Sudbury & Manitoulin	Sudbury & Manitoulin Workforce Planning Board
7	2013	Letter to Ministers Jeffrey, Orazetti, Sousa and Gravelle re: New Method of Valuation for Provincial Parks	Alan Spacek, FONOM

4.0 Environmental Scan

This environmental scan provides a social and economic snapshot of Killarney as of February 2014. It informs our understanding of the socio-cultural and economic forces that will affect its decisions over the next several years.

This section describes how five major external forces impact activities, quality of life and decision-making for the municipality. These factors include:

1. Socio-demographic Factors.
2. A Technological Profile.
3. Economic Factors.
4. Environmental Factors.
5. Political and Regulatory Factors.

Unless otherwise noted, information in the environmental scan has been drawn from the Government of Canada census.

4.1 Social/Demographic Factors

Social-demographic factors examined in this section include:

- General Demographics.
- Linguistic Characteristics.
- Aboriginal Population.
- Immigrants and Non-permanent Residents.
- Household and Family Characteristics.
- Housing.
- Household and Family Income.
- Mobility Status.
- Educational Attainment.
- Labour Market.
- Earnings.

4.1.1 General Demographics[2]

As of the 2011 census, Killarney had 505 full-time residents. This number represents an increase of 46 residents (10%) from the information collected by Statistics Canada in 2006. Note that the numbers vary slightly, as the population count from 2006 was adjusted from 455 to 459 due to boundary changes. For over 10 years the population of Killarney has been increasing slightly (see Figure 4.1). The increasing population aligns with the trend for the Ontario population overall; this is somewhat unusual, in that the majority of small, rural and northern communities have experienced outmigration and an overall decline in their populations.

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[2] Government of Canada (2011). 2011 Census Profile, accessed February 2014 at http://tinyurl.com/l67dwk9

With respect to gender balance, the statistics for males and females in the Municipality of Killarney is 53% male and 47% female, while Ontario is 49% male and 51% female. The difference is unlikely to have any impact on economic or community development.

Adults in Killarney significantly outnumber youth (Figure 4.2). The number of residents over 15 years of age increased from 87.9% to 92.3% of the population from 2006 to 2011. The median age is 54.4 years, compared to 40 years for Ontario (Figure 4.3). The average number of persons in private households remained stable at 2.5 from 2006 to 2011, but the total number of census households reduced from 200 to 165.

Figure 4.1: Population Change in Killarney 2001-2011
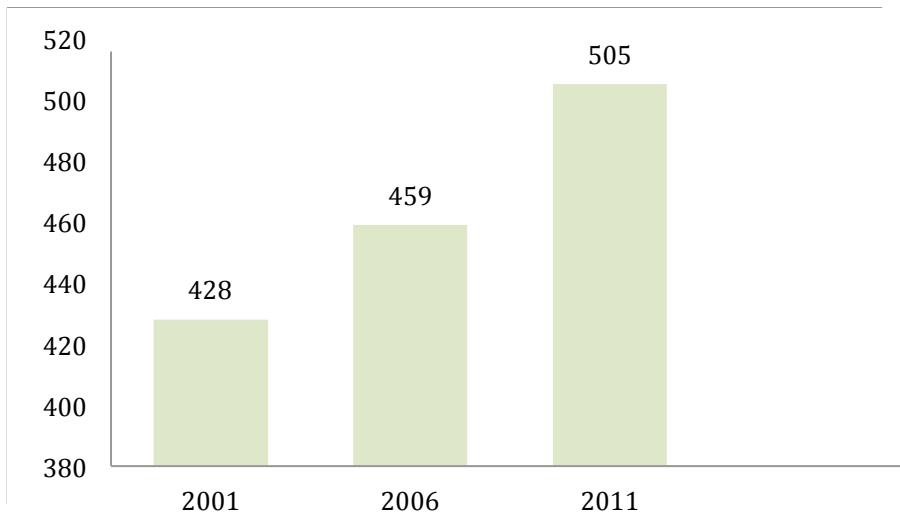
Figure 4.2: Population by Age 2006-2011
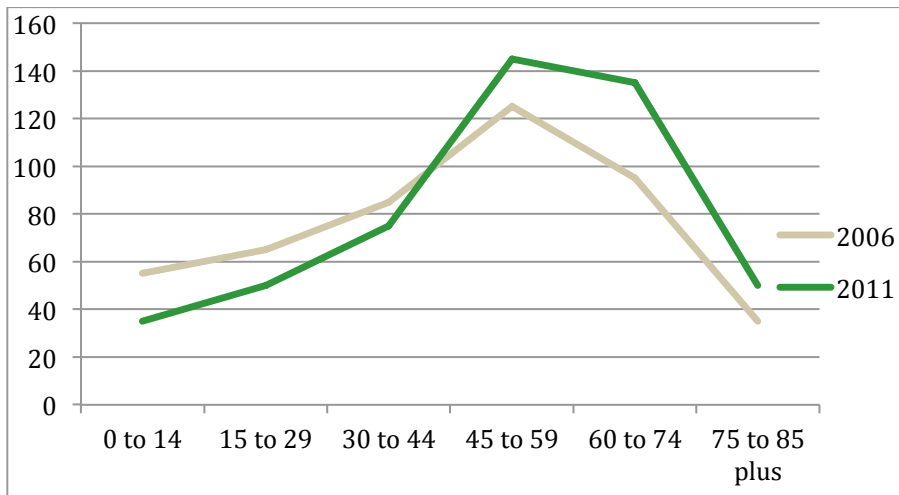
Figure 4.3: Percentage of Population by Age
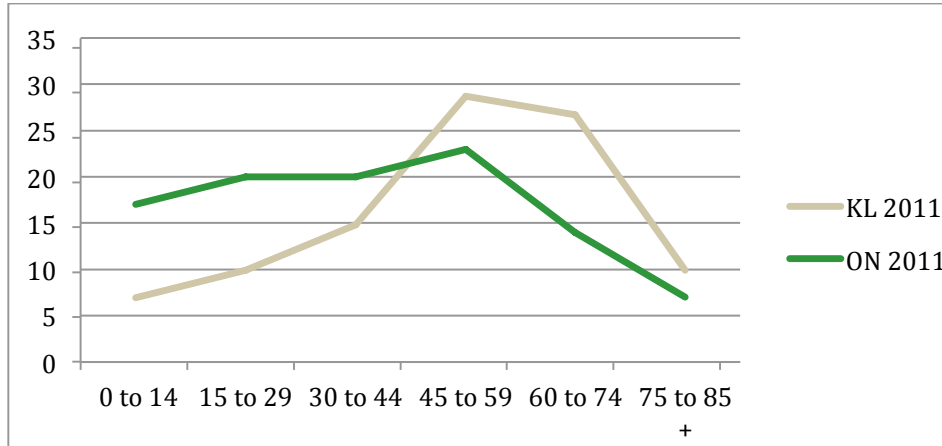
4.1.2 Linguistic Characteristics[3]

Figure 4.4 reveals that residents identifying their mother tongue as English-only or French-only has risen since 2006. Those identifying as French speakers constituted 8% of the population in 2006, rising to 13% in 2011. Detailed mother tongue data from 2011 revealed 415 English speakers, 65 French, 5 Ojibway, 5 Finnish, 5 German, and 5 with multiple responses.

Figure 4.4: Languages Spoken (Mother Tongue), 2006, 2011
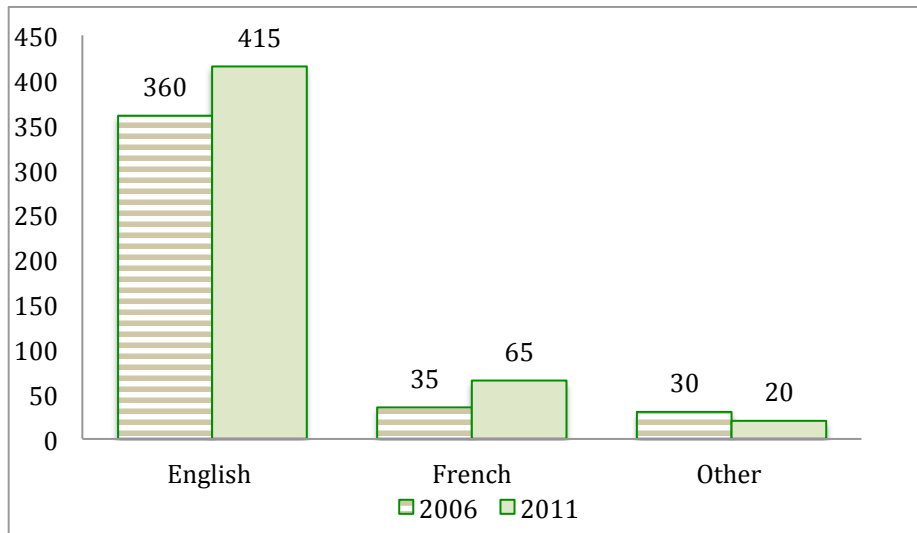
4.1.3 Aboriginal Population[4]

According to the 2006 Census data, Killarney has an Aboriginal population of 43% (185 of 430) which is significantly higher than the provincial average of 2%, while only 5 of 505 respondents in the 2011 Census indicated Ojibway as their mother tongue. There are three First Nations Reserves

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[3] Government of Canada (2011). 2011 Census Profile, accessed February 2014 at http://tinyurl.com/l67dwk9
[4] Government of Canada (2011). 2011 Census Profile, accessed February 2014 at http://tinyurl.com/l67dwk9

in the areas surrounding the Municipality of Killarney: Wikwemingkong Reserve is directly across Georgian Bay on Manitoulin Island which also includes Point Grondine Reserve which is 20 km East of Killarney between the Killarney and French River Provincial Parks. Henvey Inlet Indian Reserve is located 103 km East of Killarney, and the Whitefish Lake Reserve is 125km North East.

4.1.4 Immigrants and Non-permanent Residents[5]

According to the more detailed 2006 Census data, forty-five people (8.9% of the local population) in Killarney reported being immigrants, with 66% (30) having immigrated prior to 1991, and 33% (15) immigrating between 1991 and 2000, well below the immigrant population that is 28% of the overall population in Ontario.

4.1.5 Household and Family Characteristics[6]

The total number of persons in private households was 500 in 2011. The average number of people per census family was 2.5, which places the community below the provincial average of 3.0. Of the 140 census families reported in 2006, 100 were married couple households, while 40 were common law couple families. In 2011, the total number of census families living in private households dropped from 200 (2006) to 165, with married couple families numbering 110, common law couple families at 35, and lone-parent families at 20.

Of the 235 private households noted in the 2011 census, 70 identified as being non-census family households.

4.1.6 Housing[7]

In the Municipality of Killarney in 2011, 63% of private dwellings were occupied by their usual residents. In 2006, 71% of private dwellings were occupied by their usual resident (Table 4.1).

Table 4.1: Dwellings by Type, 2011

Total number of occupied private dwellings by type	235
Single-detached house	225
Movable dwelling	5
Other	5

No apartment buildings with five or fewer stories, semi-detached houses, row houses, or apartment duplexes or apartments with more than five stories were reported to exist as of 2011. The more detailed information provided in the 2006 census revealed that of the 590 private dwellings occupied by usual residents, 145 were constructed before 1986, and 12.5% were in need of major repair.

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[5] Ibid.
[6] Ibid.
[7] Ibid.

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4.1.7 Household & Family Income[8]

The median pre-tax income for all private households is lower for residents of Killarney than their provincial counterparts (Table 4.2).

Table 4.2: Household and Family Income, 2005

Median Pre-tax income	Killarney	Ontario
All census families	$57,327	$69,156
Married couple families	$56,717	$77,243
Common-law couple families	$80,691	$66,525
All households	$50,960	$60,455
Couple households with children	$80,551	$87,960
Couple households without children	$56,699	$68,764
One-person households	$26,791	$30,025

4.1.8 Mobility Status[9]

Killarney's population is slightly less transient than elsewhere in the province. Figure 4.5 shows that a higher percentage of Killarney Municipality residents have remained in their current homes in the year prior to the 2006 census and in the five years prior to that census.

Figure 4.5: Mobility Status (percentage of population), 2006
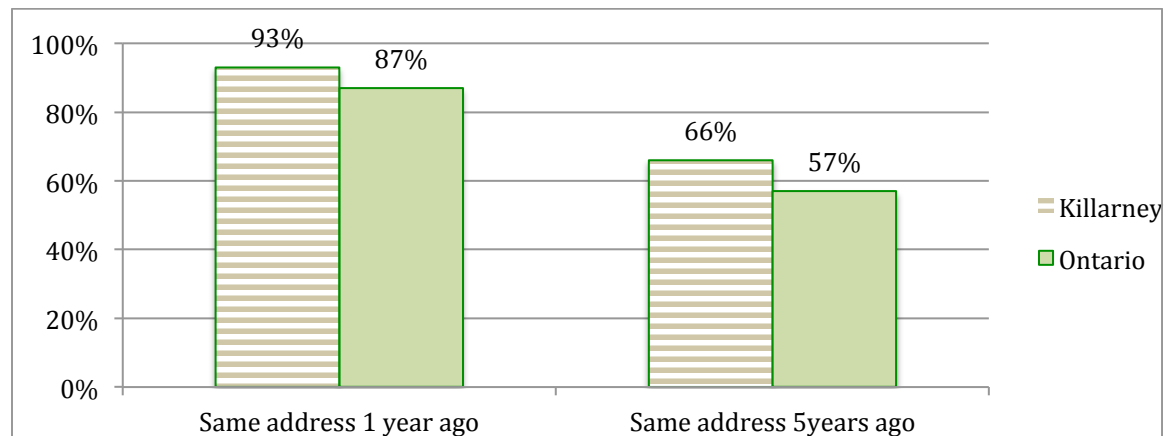
4.1.9 Educational Attainment[10]

In 2006, 46% of the population over 15 years of age had no certificate, diploma or degree, while 18% of the population had a high school diploma. Thirty-five residents had obtained a university level certificate, diploma or degree. With the exception of College, CEGEP/non-university or

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[8] Government of Canada (2011). 2011 Census Profile, accessed February 2014 at http://tinyurl.com/l67dwk9
[9] Ibid.
[10] Government of Canada (2011). 2011 Census Profile, accessed February 2014 at http://tinyurl.com/l67dwk9

diploma and University certificate or diploma below the bachelor level, all educational attainment levels fall below the provincial levels (Table 4.3)

Table 4.3: Educational Attainment for the Municipality Killarney and Ontario, 2006

Level of Attainment	Killarney	Ontario
No certificate; diploma or degree	46%	22%
High school certificate or equivalent	18%	27%
Apprenticeship or trades certificate or diploma	5%	
College; CEGEP/ non-university certificate or diploma	19%	18%
University certificate or diploma below the bachelor level	4%	
University certificate; diploma or degree	9%	21%

4.1.10 Labour Market[11]

In 2006, Killarney's population had a slightly lower participation rate in the labour force than the provincial participation rate (see Figure 4.6). Killarney's unemployment rate was also considerably higher than the provincial rate.

Figure 4.6: Participation in Labour Force and Unemployment Rate
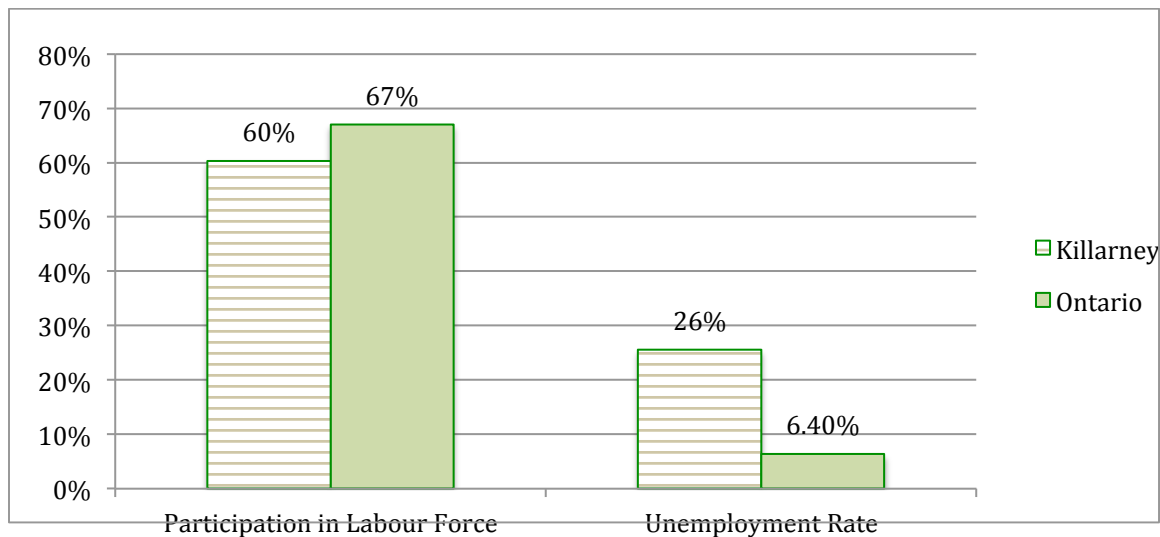
Tables 4.4 and 4.5 demonstrate which occupations and industries provide the greatest sources of employment for Killarney residents, i.e. predominantly sales and managerial occupations.

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[11] Ibid.

Table 4.4: Major Occupations in Killarney Municipality, 2006

Occupation Category	Percentage
Sales and service occupations	30%
Management	23%
Trades, transport and equipment operators and related occupations	19%
Health occupations	10%
Occupations unique to industry	
Business, finance and administration	5%

Table 4.5: Top Employment Industries in Killarney Municipality 2006

Industry	Percentage
'Other' services	57%
Agriculture and other resource-based industries	14%
Health Care and Social Services	10%
Business services	7%
Construction	
Retail trade	7%

4.1.11 Earnings[12]

The median earnings in 2005 for Killarney residents are much lower than the provincial figure on all indicators (Table 4.6). On average, earnings represented 54% of total income (77% for Ontario), while government transfers represented 22% (10% for Ontario). Approximately 9% (15% for Ontario) were classified as low income.

Table 4.6: Median Earnings in Killarney Municipality and Ontario, 2005

Earnings Indicator	Killarney	Ontario
Median earnings for all residents over 15	$17,573	$29,335
Median for fulltime employees	$29,523	$44,748
Median income before tax	$25,193	$27,258

4.2 Economic Activities & Climate

Killarney's economy relies heavily on recreational tourism, consisting mainly of wilderness lodges, campgrounds and retail services geared toward campers, outdoor adventurists and other visitors to

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[12] Government of Canada (2011). 2011 Census Profile, accessed February 2014 at http://tinyurl.com/l67dwk9

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the Killarney Provincial Park and neighboring French River Provincial Park. Economic diversity is necessary for long-term prosperity.

4.2.1 Mining and Aggregates

Nearby mining and natural resource industries in Sudbury are cyclical, and employment fluctuations could affect the consumption of tourism related products. The Mining Industry Human Resources Council (December 2012) cites the hiring requirements for Sudbury's Trades and Production Occupations to be approximately 18,160 over the next eight years.[13] Although these figures may not directly impact the labour market in Killarney, the effects of an increase in hiring and expendable income could positively impact the tourism industry in the Municipality and surrounding areas.

The Ontario Mining & Exploration Directory 2012 cites Unimin Canada's Badgely Island Quarry (Badgely Island is just west of George Island right across from Killarney) as a rich source of silica deposits.)[14] This operation is now owned by Coco Resources.

4.2.2 Tourism and Recreation

Killarney's location on Georgian Bay, surrounded by lakes and extensive forests, provides economic stimulation and improved quality of life by supporting camping, outdoor adventure and other aspects of the tourism sector. The community has a number of marinas, lodges, an eco-resort, and outfitting companies geared toward recreational tourism.

According to a 2007 study by the Ministry of Tourism, Culture and Sport, Northern Ontario's primary tourism market comes primarily from other regions of the province, particularly Toronto.[15] Two main factors predict travel to this region, including:

1. Participating in one of Northern Ontario's fundamental activities, such as fishing or canoeing.
2. Traveling to seek undiscovered, isolated and less urban destinations.

That being said, shopping is the most common activity in which visitors to this region engage (see inset). This is followed by eating in restaurants that offer local food, and visiting lakes for swimming, sunbathing or relaxing. Killarney's location along the border of the boreal and temperate forest biomes gives it easy access to relatively undisturbed wilderness, a fact that suggests an important competitive advantage.

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[13] Mining Industry Human Resources Council, Sudbury Mining Hiring Requirements Forecasts 2013, accessed February 2014, at http://www.planningourworkforce.ca/pdf/RIS_sudbury_011.pdf

[14] Ontario Prospectors Associations, Ontario Mining & Exploration Directory 2012, accessed February 2014, at **http://tinyurl.com/m7yd29m**

[15] Canadian Travellers who visited Northern Ontario - A Profile for Marketing Implications (2007). Ministry of Tourism, Culture and Sport. Accessed at http://www.mtc.gov.on.ca/en/research/travel_activities/tams_northern_ontario_cdn.shtml

Other popular activities for Northern Ontario tourists include:
- Strolling around communities to look at cultural or historical points of interest.
- Camping.
- Shopping for arts and crafts.
- Visiting parks.

Furthermore, nearly one third of visitors to Northern Ontario visit a cottage while they are here. Cottagers are a particularly important group for Killarney, as they comprise the majority of the Municipality's temporary residents in the summer.

Killarney is home to the Killarney Centennial Museum, and natural landscape sites from throughout the region have been made famous in Canada's Group of Seven paintings. The town is approximately 20 km from Killarney Provincial Park – a 645 square kilometre wilderness landscape that showcases the Georgian Bay Coast of pink granite; the La Cloche Mountains' white quartzite ridges and over 50 lakes set among Jack Pine hills. French River Provincial Park is also within Killarney's municipal boundaries.

Source: Ministry of Tourism, Culture and Sport 2007

In general, visitors to northeastern Ontario are also characterized by the following traits:
- They seek more physically challenging experiences than other Canadian travellers.
- They are very interested in outdoor recreation activities, particularly camping and fresh water fishing.
- They prefer to be able to access sites by car, as opposed to bus, train or other form of transportation.
- They tend not to seek or expect luxury accommodation.
- They are somewhat younger and have higher incomes compared to other Canadian travellers.
- They are more likely to be couples travelling without children.
- Most use the advice of friends and relatives as an important source of information for trip planning.
- Most rely on the Internet to make travel decisions and arrangements. This suggests that tourism businesses in the Killarney region that are not already making use of the Internet for promotional purposes would be well-advised to consider the investment.

According to the Ministry of Tourism, Culture and Sport, the primary target market for Northern Ontario tourism remains Toronto. Secondary potential markets include Montreal, British Columbia and Calgary. These areas had the greatest incidence of Canadians who rated Ontario highly and

who reported that at least one of Northern Ontario's fundamental activities was a main reason for taking a trip in the past two years.

Between 2010-2013, when the Canadian dollar was valued close to par with the US dollar, many American travellers stopped visiting Northern Ontario, which reduced the demand for outfitting and related services in the region. However, since late 2013 the Canadian dollar has fallen and as of March 2014 rests at around $0.90. Respected Toronto Dominion economist Derek Burleton predicts this trend will continue throughout 2014 as it better reflects the actual value of the loonie relative to the American economy. As a result, tourism from the US is expected to rise this year.[16]

4.2.2.1 Rubber Tire Market

Killarney's location near the Killarney and French River Provincial Parks is a tremendous advantage in terms of growing its tourism industry, particularly in the self-drive or "rubber tire" segment. Moreover, its relatively rural surroundings give Killarney residents and visitors easy access to lakes, snowmobile and ATV trails. There are numerous accommodation facilities in Killarney, including lodges, motels, bed and breakfasts, cabins and campgrounds.

4.2.2.2 Snowmobiling

The Killarney Snowmobile Club, "The Pack", operates trails in the Ontario Snowmobiling Federation's District 12. The Club's well-groomed, safe and adventurous snowmobile trails provide picturesque touring opportunities for enthusiasts and newcomers to the sport.

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

4.2.2.3 Camping

The two Provincial Parks – Killarney and French River – are popular destination parks for campers, canoeists and hikers. Additionally, Crown land for camping, fishing and hunting is easily accessible from Killarney. No fees are collected for using Crown land in this manner, but Killarney services and retail businesses benefit from supplying and outfitting such visitors.

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[16] McKenna, B. and T. Grant (2014). Why a lower loonie is (mostly) good for Canada. The Globe and Mail. Saturday, January 11, 2014.

4.2.3 Commercial and Sport Fishing

Great Lakes Fisheries are managed by the Ontario Ministry of Natural Resources, in cooperation with the Great Lakes Fisheries Commission, a join Canada-US effort. According to its most report report:[17]

- The population of whitefish in the lake has declined since 2005.
- Lake trout biomass has remained stable.
- Chinook salmon populations have slightly increased.
- Increased walleye and yellow perch populations have been observed in most parts of the lake, which may be related to lower predation from alewife on larvae of these species.
- Lake sturgeon, northern pike, and muskellunge appear to be stable in most parts of the lake, but northern pike and muskellunge may currently have low reproductive success in some areas due to low water levels.
- Smallmouth bass appears to be increasing in several areas.
- Channel catfish populations appear to be large and relatively stable.
- Some fish communities may be benefiting from suppression of cormorants since 2004.
- Sea lamprey suppression seems to be working in some areas, although they are also starting to emerge in new areas of the lake.

4.2.3.1 Sport Fishing

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

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

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[17] Riley, S., Mohr, L. and Ebener, M. (2013) Lake Huron in 2010 and Beyond. In The State of Lake Huron in 2010. Stephen S. Riley, Ed. US. Geological Survey, Great Lakes Science Centre. Special Publication 13-01.
[18] Ministry of Natural Resources (2009). *2005 Survey of Recreational Fishing in Canada: Selected Results for Ontario Fisheries.* August 2009. Retrieved from http://www.mnr.gov.on.ca/en/Business/LetsFish/2ColumnSubPage/277520.html

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4.2.3.2 Commercial Fishing

The Municipality is building new facilities on the Government Dock, with a long-term lease to Herbert Fisheries, a local commercial fishery. The new site will include a 30-seat restaurant as well as picnic tables on the dock. [19]

It is important to note that between 2005 and 2010, the commercial whitefish harvest declined, largely as a result of an overall population decline in this species. [20]

4.2.4 Economic Development

In June 2013, Killarney received $22,500 in FedNor funding to create and implement an economic development and growth strategy. The aim of the funding is to attract business development by investing to revitalize, strengthen, and diversify the Municipality's economy. [21]

4.3 Political/Legal/Ethical Considerations

4.3.1 Political Representation

A Mayor and Council lead the Municipality. The Administration is comprised of a Clerk-Treasurer, Deputy Clerk-Treasurer, an Administrative Assistant, a Project Manager, a Public Works Superintendent and a Public Works Foreman.

Provincially, Killarney is located in the Nickel Belt electoral district. [22] The Member of Provincial Parliament is Michael Mantha (NDP), who was elected in 2011. Mantha succeeded Shelley Martel (NDP), who had held the position since 1987. Federally, the Municipality is part of the Nickel Belt electoral district – one of two federal districts serving the Greater Sudbury Area. The federal Member of Parliament is currently Claude Gravelle (NDP). Mr. Gravelle succeeded Raymond Bonin (Lib), who held the position from 1993-2008. In 2012, the Federal Electoral Boundaries Commission for Ontario proposed changes to The Algoma-Manitoulin-Kapuskasing electoral district. The proposed renamed 'Algoma-Manitoulin-Killarney' district would be extended to the south and to the east to include the Municipality of Killarney in the south, including the western portion of the Municipality of French River and a portion of the Sudbury District. [23]

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[19] Ulrichson, Heidi, "Killarney icon testing the waters in Sudbury", November 2013, accessed May 5, 2014 at http://www.northernlife.ca/news/lifestyle/2013/11/04-herbert-fisheries-sudbury.aspx

[20] Riley, S., Mohr, L. and Ebener, M. (2013) Lake Huron in 2010 and Beyond. In *The State of Lake Huron in 2010*. Stephen S. Riley, Ed. US. Geological Survey, Great Lakes Science Centre. Special Publication 13-01.

[21] FedNor Canada, "Harper Government supports community economic development and growth in the Municipality of Killarney", June 18, 2013, accessed January 2014 at, http://fednor.ic.gc.ca/eic/site/fednor-fednor.nsf/eng/fn04029.html

[22] Elections Ontario (2013). Electoral Districts Map, accessed January 2014, at http://www.elections.on.ca/en-CA/Tools/ElectoralDistricts/EDMaps/TimiskamingCochrane.htm

[23] Redistribution Federal Election Districts, Ontario Commission (2012), Proposed Boundaries, accessed June 2013, at http://www.redecoupage-federal-redistribution.ca/content.asp?section=on&dir=now/proposals&document=page6&lang=e

4.3.2 Disputes

At present, there is an ongoing dispute between the Municipality of Killarney and a group known as the Isolated Rate Payers of Killarney.[24] The Isolated Rate Payers, who are mainly comprised of seasonal residents of Wards 1 and 2, believe their rights are being violated because they lack equitable representation on Council. The dispute stems from perceived inequity in the organization of the municipality following the 1999 amalgamation of surrounding townships. Ratepayers who reside in Ward 1, i.e. within the Village of Killarney –a minority of electors within the municipality– are able to dominate council. Based on documentation from the Ontario Municipal Board Hearing in November 2013, residents of Ward 2 sought better representation but did not support the At large system. The At large system was proposed mainly by seasonal residents of Ward 1 and 2 as they prefer an At-large system with the aim to remove barriers of equal representation for all residents.

4.3.3 Relevant Legislation and Policies

Northern Ontario Growth Plan

The Growth Plan for Northern Ontario (2011)[25] guides provincial decision-making and investment through 2025. It aims to strengthen the region's economy through economic diversification, new investment and entrepreneurship, and developing new and emerging high growth-potential sectors. The Plan centres on six areas:

- Economy, in particular the following sectors:
    - Advanced manufacturing.
    - Agriculture.
    - Aquaculture and food processing.
    - Arts, culture and creative industries.
    - Digital economy.
    - Forestry and value-added forestry-related industries.
    - Health sciences.
    - Minerals sector and mining supply and services.
    - Renewable energy and services.
    - Tourism.
    - Transportation, aviation and aerospace.
    - Water technologies and services.
- People.
- Communities.
- Infrastructure.
- Environment.
- Aboriginal peoples.

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[24] Ontario Municipal Board Hearing, November 6-8, 2013, Killarney Isolated Ratepayers, accessed February 2014 at, http://www.kraa.ca/GregSeguinOMBPresentation_2013-11-06.pdf

[25] Ministry of Infrastructure (2011). Growth Plan for Northern Ontario, 2011, accessed June 2013, at https://www.placestogrow.ca/index.php?option=com_content&task=view&id=53&Itemid=65

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The economic sectors identified as priorities in the Plan are: advanced manufacturing; agriculture, aquaculture and food processing; arts, culture and creative industries; digital economy; forestry and value-added forestry-related industries; health sciences; minerals sector and mining supply and services; renewable energy and services; tourism; transportation, aviation and aerospace; and water technologies and services. As part of the plan, the province will create five-year economic action plans for the region, as well as regional economic plans. The plan emphasizes regional economic development that recognizes the interconnectedness and distinct contributions of urban, rural and Aboriginal communities. Regional economic plans are intended to encourage long-term economic development, labour market and infrastructure planning that span municipal boundaries. In addition, all municipalities are encouraged to develop long-term community strategies that incorporate elements of the Growth Plan.

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

Crown Land Policies

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

The Policy provides strategic direction of the management of Ontario Crown Land, Lands Administration, Stewardship and Disposition, as well as Acquisition, Management, and Compliance guidelines.[26] The community must consult with the MNR in cases where its long-term activities or developments will involve Crown land.

Mining Act Modernization

In November 2012, the provincial government introduced new rules with respect to mineral exploration and development. The changes include the Mining Act Awareness Program,[27] which requires all of those with prospector's licenses to complete a training program by November 1, 2014. Another change since November 2012 allows Aboriginal communities to apply to have sites of cultural significance withdrawn from the land base, to prevent claims staking on traditional land.

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[26] Ministry of Natural Resources , Crown Land Policies, accessed February 2014, at
http://www.mnr.gov.on.ca/en/Business/CrownLand/2ColumnSubPage/STEL02_165785.html
[27] Ministry of Northern Development and Mines, (2013). Mining Act Awareness Program, accessed June 2013, at
http://www.mndm.gov.on.ca/en/mining-act-awareness-program

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As of April 1, 2013, exploration companies must submit their plans before any early exploration activities can take place, and surface rights owners must be notified. Ministry of Northern Development and Mines will notify any Aboriginal communities that would potentially be affected, and those communities would have the opportunity to provide feedback before the proposed activities could be carried out. Similar conditions apply to some early exploration activities that already have an exploration permit.[28]

4.4 Environmental Issues

4.4.1 Geographic Location

The Municipality of Killarney is situated in the Sudbury District. Its geographical coordinates are 45° 59′ 0″ North, 81° 31′ 0″ West. The municipality is located on the northern shore of Georgian Bay, approximately 110 kilometres southwest of Sudbury, and is surrounded by many lakes, quartzite hills, and pine and hardwood forests. George Island is located directly across from Killarney, shielding the community from harsh weather conditions.

4.4.2 Climate

Killarney residents experience four distinct seasons (Table 4.8). Summers are characterized by warm evenings and moderately hot days, while spring and fall temperatures are moderate, often characterized by sunny days and cool nights.

Table 4.8: Seasonal Climate Means and Extremes

Indicator	Extreme High ºC	Extreme Low ºC	Mean Temp ºC
January	2.8	-29.4	-12
April	13.9	-8.8	1.7
July	31.5	10.3	18.9
October	18.7	-1.8	10

4.4.3 Water Levels

Water levels of the Great Lakes have been steadily declining over the past decade, which has had a detrimental effect on communities surrounding these lakes. Water levels in some of the Great Lakes have dropped to the lowest levels in decades due to a lack of precipitation and warm weather.[29]

A Case Book submitted to Provincial and Federal leaders to develop programs to aid shoreline communities cites the low water levels having a very negative impact on the local economy. Some

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[28] Government of Ontario (2013). Ontario's Modernized Mining Act, New Regulations: What your need to know, accessed May 21, 2013 at http://www.mndm.gov.on.ca/sites/default/files/new_regulations_what_you_need_to_know.pdf
[29] International Joint Commission, International Great Lakes Study, accessed January 2014, at http://ijc.org/iuglsreport/?page_id=1024

issues presented in the document state challenges for larger boats to fuel at marinas located between Killarney and Bing Inlet, boat slips becoming inaccessible and dredging must be done on a regular basis to keep up with declining water levels. Environmental damage due to low water levels is not only affecting boat traffic in the region, but also municipal water intake, and negative impacts on the tourist industry which supplies the community with the majority of employment.[30]

A number of non-Government organizations (NGOs) have been formed to bring awareness to the issue of decreasing water levels. These organizations include the Georgian Bay Association (GBA), Georgian Bay Forever (GBF), Restore Our Waters International (ROWI) and Stop the Drop (STD) – all of which have been very active in conjunction with the International Joint Commission (IJC).

4.4.4 Municipal Amenities

The community has a public beach, community hall, museum and several marinas. There are also a number of groups active in the community, including the Killarney Heritage Committee, a local Lions Club, Snowmobile Club and Volunteer Fireman's Association.

4.4.5 Transportation

4.4.5.1 Road

The community is located on Highway 637, which links the Trans-Canada Highway (Route #69) between Sudbury and Perry Sound.

Northern Ontario comprises 90% of the geographic area of the province, but has only 10% of the population. Road maintenance has become an increasingly contentious issue between Northern MPPs and the provincial government.[31] The only section of the Trans-Canada highway in the country that is not four-laned runs through northern Ontario. Moreover, the extremes in climate and the increased wear-and-tear from industrial trucking often result in greater highway maintenance costs than those experienced in southern Ontario. The New Democratic Party began compiling a Northern Roads Report in early 2012 to document the state of Ontario's northern road network in a bid for more funding.[32] As part of the Ontario Northern Highways Program, certain northern highways are being improved between 2011 and 2015. Highway 637 to Estaire has been undergoing rehabilitation with resurfacing and four-laning improvements being made to existing roadways.[33]

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[30] Low Water Levels in Georgian Bay: A Case Book (created by various leaders of communities along the coast of Georgian Bay), 2012 – 2013, accessed February 2014, at http://www.kraa.ca/Mayors_costs_low_water.pdf

[31] NDP asks motorists to report dangerous roads (2012) Ontario NDP, January 17, 2012, available at http://ontariondp.com/en/ndp-asks-motorists-to-report-dangerous-roads

[32] NDP sets up Northern Road Report (2012), Sudbury Star, January 18, 2012

33 Ministry of Transportation of Ontario (2011). Northern Highways Program, accessed January 2014, at http://www.mto.gov.on.ca/english/pubs/highway-construction/northern-highway-2011/NHP.pdf

4.4.5.2 AIR

Killarney has a 3500 foot asphalt runway that is licensed by the Canadian Federal Ministry of Transport. It is listed in the Canadian VFR Supplement for those wishing to fly into Killarney by private aircraft.[34] The airport is at 185m elevation. Nearby airports include the Manitoulin East Municipal Airport and Sudbury's Coniston regional Airport.

4.4.5.3 Rail

There is no rail system directly connecting to the town site of Killarney. The Canadian Pacific railway transects the eastern portion of the greater municipality alongside the eastern boundary of French River Provincial Park.

4.4.5.4 BUS

Ontario Northland provides bus service to Timmins, Parry Sound and Toronto from Killarney's nearest station in Sudbury. Parkbus is a non-profit express bus service also available for those travelling from Toronto to key outdoor destinations in Ontario such as Killarney Provincial Park.

4.4.5.5 BICYCLING

There are no dedicated bicycle lanes or paths in the Municipality.

4.4.6 Source Water

The Municipality is committed to providing a sustainable, safe supply of drinking water, and managing water resources as required by the Provincial Policy Statement.[35] Safe drinking water is important to all communities, but maintaining the health of the Georgian Bay is especially important for this community, which values its fishing potential.

The Municipality's water supply is operated by the Ontario Clean Water Agency (Espanola Hub). In 2005 the Northern Ontario Heritage Fund Corporation (NOHFC) invested $36,716 to complete upgrades to the Killarney water treatment plant. A previous contribution of $858,248 was used to upgrade the water treatment plant in accordance with the province's Drinking Water Systems Regulation. The system draws water from Lake Huron and services approximately 235 homes as well as numerous seasonal tourist establishments.[36]

Killarney qualified for an intake project by the Ontario Small Waterworks Association Program to help families in small rural and Northern communities receive clean, safe, and affordable water

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[34] Canada Flight Supplement. Effective 0901Z 6 February 2014 to 0901Z 3 April 2014

[35] Ministry of Municipal Affairs and Housing (2012). Land Use Planning Provincial Policy Statement, 2005, accessed March 2013, at http://www.mah.gov.on.ca/Page1485.aspx#2.2

[36] Ministry of Northern Development and Mines, "Ontario Enhances Killarney Drinking Water," June 22, 2005, accessed February 2014, at http://news.ontario.ca/mndmf/en/2005/06/ontario-enhances-killarney-drinking-water.html

and wastewater services. From 2010 to 2014 the changes were to be implemented which included a $46,032 investment to upgrade the Killarney Pumping Station.[37]

4.4.7 Waste Management and Recycling

The municipality has weekly garbage collection and biweekly recycling collection for approximately 300-350 of its residents, mainly those that reside in Ward 1. Approximalty 900 residents do not have garbage collection, instead supported by the municipally owned and operated landfill sites of the Killarney Landfill and Key River Landfill. The Hartley Bay Road Landfill Site is owned by the MNR but is operated by the municipality.

4.4.8 Technology

The Municipality of Killarney has access to high-speed Internet service, including wireless Internet access via wireless tower. Eastlink provides both cable television and telephone service. The community has cellular telephone service from Bell, Telus, and Rogers.

While we found no reported studies or statistics on technology uptake among local businesses, respondents in the community engagement process believe that it is quite low. There is a strong perception that Killarney businesses are failing to invest in technologies or processes that would improve their productivity and efficiency. For example, very few of Killarney's accommodation facilities allow guests to actually book their rooms via Internet; guests can send booking requests via email, but can't complete and pay for the process immediately and autonomously.

Canadians spent more than $18.9B on line in 2012, an average of $1,450 and 13 transactions per person. This represents an increase of 24% over 2010, and 50% over 2007.[38] Increasingly, consumers are ordering items from on-line providers even when they are available locally; for example, in Timmins, local businesses can order office supplies from Staples using its on-line catalogue, and the local store delivers the items the next day. In 2012, most on-line sales in Canada were for travel expenses, such as airline tickets, hotels and car rentals. Just 4% of purchases were for typical retail items such as gifts, clothing and electronics. However, this number has steadily increased over the past five years, and it is unlikely the trend will slow.

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[37] Ontario Ministry of Infrastructure, Ontario Small Waterworks Assistance Program, accessed February 2014, at http://www.moi.gov.on.ca/en/news/bg20110518.asp

[38] Statistics Canada: Internet Shopping Trends in Canada (2013).

5.0 SWOT Analysis

A SWOT analysis examines the existing strengths, weaknesses, opportunities and threats affecting an organization (Table 5.1). Sections 5.1 to 5.4 describe each item in further detail.

Table 5.1: Killarney SWOT Analysis

Strengths <-- INTERNAL -->	Weaknesses
1. Proximity to highly popular Killarney Park is at 95% capacity in the summer, 97% in the winter 2. New facilities: rink, community centre, water treatment centre 3. Rich cultural & geological history 4. Strong Sport Fishing history; visitors from the US to the region 5. Badgely mine has many years left and is isolated to the island location (non conflicting location) 6. Snowmobile trail system 7. Marinas have capacity 8. Good relationship with local Parks contacts	1. Few housing options for new residents/workers 2. Poor municipal website (recently improved) 3. Killarney town site and Key River area have limited connecting trails (walking/biking) 4. Poor highway conditions in region 5. Isolated geographic location 6. Restricted access to land for development 7. Aging business owners, lifestyle businesses 8. Changing tourism industry 9. Few contemporary marketing initiatives 10. Poor customer service, low productivity 11. Town needs a facelift 12. Poor cohesion between Town site and Key River 13. Few wi-fi spots and sporadic cell service
Opportunities **<-- EXTERNAL -->**	**Threats**
1. Create better partnerships with provincial parks 2. Leverage shoulder seasons (Fall and Spring) availability at Killarney Park 3. Pursue Trans-Canada & Georgian Bay Trails 4. Leverage Group of Seven connection 5. Collaborate with Aboriginal partners 6. Leverage boat traffic around Killarney 7. Increase capacity of local business people 8. Encourage high-end lifestyle tourism 9. Build connecting trails 10. Develop seniors' attraction/retention projects 11. Attract health care positions	1. Global economic conditions impact tourism 2. Unpredictable lake/river conditions (e.g. ice, water levels) 3. Potential for resource conflict between mine and tourism operators 4. Many in community have become accustomed to summer-work, winter-EI cycles 5. Environmental health of Georgian Bay 6. Perceived lack of available land 7. 90 min to hospital and schools in Sudbury

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Strengths and weaknesses are internal factors that are largely within the community's control. A community's assets, effective systems, and resources are its strengths. Weaknesses are those issues that prevent the community from operating at peak efficiency and effectiveness.

Opportunities and threats are external factors largely outside the organization's control. Opportunities are potential internal strategies the community could implement, or external circumstances that may be capitalized upon. Threats, once identified, may be mitigated by developing plans to reduce their risk, or by exploring whether the threat can be turned into an opportunity. The SWOT informs a plan that builds on the community's strengths, minimizes weaknesses, capitalizes on opportunities, and mitigates threats.

5.1 Strengths

1. **Proximity to French River and Killarney Provincial Parks:** Occupancy at Killarney Provincial Park is at 95% capacity in the summer and 97% in the winter. The local business community benefits from park visitors who shop, dine, and purchase gas and other services in Killarney. Access to natural environments is strongly associated with positive health outcomes and overall quality of life.[39,40] Killarney's proximity to two provincial parks and hundreds of thousands of hectares of boreal forest is a significant asset.

2. **New facilities**: The municipality has recently built a covered rink, the Veteran's Hall community centre, and a water treatment centre.

3. **Rich cultural & geological history[41]**: Aboriginal people and fur traders used this area as a travel route and for its productive fishing habitat for over 6000 years. The area has a few pictograph and petroglyph sites. [42]

   Before permanent settlement, the Killarney townsite was on the canoe route to the west. Fur traders and explorers paddled through the narrow east-west channel between George Island and the peninsula. The Ojibwe named this section of the route Shabawenahning, meaning "here is safe canoe channel". The first settlers established Killarney in 1820. Lumbering, shipping, mining, tourism (yachting and cottages) and fishing have sustained the Killarney economy. In 1961 Hwy 637 opened and in 1964 Killarney Provincial Park opened. The area has long been visited by cultural icons. The Group of Seven frequently visited the area in the 1930s, 40s and 50s. Al Capone was rumoured to have vacationed in the Killarney area.

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[39] Korpela, K., Borodulin, K., Neuvonen, M., Paronen, O., & Tyrväinen, L. (2014). Analyzing the mediators between nature-based outdoor recreation and emotional well-being. *Journal of Environmental Psychology*, *37*, 1-7.

[40] Ward Thompson, C. and Aspinall, P. A. (2011), Natural Environments and their Impact on Activity, Health, and Quality of Life. Applied Psychology: Health and Well-Being, 3: 230–260.

[41] http://www.geologyontario.mndmf.gov.on.ca/mndmfiles/pub/data/imaging/GB06/GB06.pdf

[42] Ontario Ministry of Natural Resources. French River Provincial Park Management Plan. November 1993.
http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@parks/documents/document/mnr_bpp0002.pdf

The Precambrian rocks in the Killarney area are Middle Precambrian and Late Precambrian in age. They comprise parts of two of the seven divisions, or structural provinces, of the Canadian Shield. The Southern Province is characterized by Middle Precambrian sedimentary and igneous rocks. The Grenville Province is characterized by highly metamorphosed Middle and Late Precambrian sedimentary and intrusive igneous rocks.[43]

4. **Strong sport fishing history**: Visitors come to the region (primarily from Canada and the US) to fish for pike, walleye, largemouth bass, perch, sunfish, muskie and whitefish among other sport fish species. Fish slot sizes were introduced in the French River and Georgian Bay area in 1994. The area has been an important sport fishing tourism area for over 100 years.

5. **Badgely Mine:** On August 1, 2012, Coco Paving Inc. purchased Badgely Mine[44]. This licensed quarry has over 1,790 acres providing aggregates and silica sand. The mine provides well-paying job opportunities to area residents. Furthermore, the mine is relatively isolated from the community, on an island location. This minimizes the impact on the community of the noise, dust and heavy equipment traffic that results from mining activity.

6. **Snowmobile trail system**: The Killarney Snowmobile Club, "The Pack", operates Top Trail System C107, & C113 which is part of the Sudbury Trail Plan.[45]

7. **Marinas have capacity**: Residents have indicated that area marinas have excess capacity for yachts. There are a variety of docking spaces in the town of Killarney including the Killarney Mountain Lodge, Channel marina, Roque Marina, the Government Docks, Gateway Marina and the Sportsman's Inn.

8. **Good relationship with local Parks contacts**: The Superintendent of the French River and Killarney Provincial Parks participated on the Economic Development Steering Committee. The Executive Director of the Friends of Killarney Provincial Park participated in the focus groups and public meetings for the plan. The Park is open to building collaborative partnerships.

9. **Inclusion in regional tourism initiative:** Killarney's services, accommodations, lighthouse and hiking trails are featured on the www.visitgeorgianbay.com website.

5.2 Weaknesses

1. **Few housing options:** Business owners and residents expressed concern that there are few housing options for staff or to attract new residents.

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[43] R.L. Debicki. Geology and Scenery. Killarney Provincial Park Area. Guidebook No. 6. 1982. (Page 4).

[44] http://www.newswire.ca/en/story/1017913/coco-paving-group-announces-new-quarry-acquisitions

[45] http://www.killarneybayinn.ca/snowmobiling.html

2. **Poor municipal website:** The municipal website is static and provides limited community information. The website has recently been upgraded.

3. **Limited connecting trails:** the Killarney Provincial Park is renowned for its hiking trails (Silverpeak, the LaCloche trail, etc.[46]) but there are no walking or dedicated cycling trails connecting the townsite to the Park and its thousands of visitors. There are trail development projects underway at Point Grondine and Henvey Inlet (as part of the Georgian Bay Coast Trail; see www.gbcoasttrail.com).

4. **Poor highway conditions in region:** Highway 637 is a secondary highway that is paved for its entire length (67.8 km). Residents expressed concern for the varied conditions of the highway. Highway 637 joins with highway 69; highway 69 is currently under construction to become a 4-laned highway.

5. **Isolated geographic location:** Killarney has been a remote community since it was established in the 1820s. Previously accessible only by water, Highway 637 was created in 1962. Killarney is located at the end of Highway 637, roughly 70 km southwest of Highway 69. It is located 75 minutes away from Sudbury Ontario where many residents will access shopping, government services and education.

6. **Restricted access to land for development**: The municipality of Killarney comprises 1578 square kilometers; this area includes two provincial parks that constrain development.

7. **Aging business owners, lifestyle businesses:** Community members in nearly all consultations expressed significant concern about the business community. There is a widespread perception that local businesses "have given up," and "they're operating as if they're still in the 70's."[47] Participants provided examples of deteriorating facilities, poor service, lack of technology adoption and significantly higher prices among local firms. There has been some discussion about developing a local Chamber of Commerce, or of joining the Sudbury Chamber, but there has been no progress in this area.

8. **Changing tourism industry:** Tourism and Business stakeholders recognize that the demographics of tourists are changing; tourists are aging and are more culturally diverse. Tourists have rising expectations for the quality and variety of services. The activities and attractions that have been popular in the past may not be as popular with new tourists.

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[46] Killarney Outfitters website accessed April 21, 14. Day Hikes. http://killarneyoutfitters.com/trip-planning/hike-la-cloche.php

[47] Participant comments, Killarney Community Strategic Plan Public Consultation, February 12, 2014 .

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9. **Few contemporary marketing initiatives:** Killarney's most recent tourism marketing materials are several years old. Individual businesses may have websites, but the municipal website is the sole, and very limited, online presence for Killarney as a whole. The existing print marketing materials do not include website information, or reflect changes in services and businesses in Killarney. The need for improved regional marketing was a common theme during the consultation sessions.

10. **Poor customer service, low productivity:** Residents noted that tourists have been frustrated that local businesses may not adhere to posted store hours. Many stores close their operations during the shoulder (spring and fall) seasons.

11. **Town needs a facelift:** Seniors and tourism operators noted the need for improvements to signage, public washrooms, and road conditions. While the wharf is under construction at the present time, residents noted the need to improve the general appearance of the Killarney townsite.

12. **Poor cohesion between Townsite and Key River:** Killarney was amalgamated in 1999. All stakeholders recognize the need to improve communications and understanding of common concerns and varying perspectives between Ward 1 and Ward 2 as well as permanent and seasonal residents.

13. **Few wi-fi spots and sporadic cell service:** The municipality has sporadic cell service and few locations offer wifi. Tourism operators noted that visitors are looking for access to wifi and expect cell service.

5.3 Opportunities

1. **Create better partnerships with Provincial Parks:** During the consultations residents and Park representatives discussed a variety of areas for collaboration such as trail infrastructure, marketing and special events. Park staff and volunteers expressed a willingness to expand collaboration with Killarney residents and organizations.

2. **Leverage shoulder seasons (Fall and Spring):** Killarney Provincial Park operates near capacity during the summer and winter months. The Park has capacity for visitors during the fall and spring seasons. Session participants suggested the community and Park collaborate and host special events such as a fall marathon, fall colour art events, or maple syrup festivals in the spring.

3. **Pursue Trans-Canada & Georgian Bay Trails:** Residents noted the development of new trail systems in the region. They recommended including the trails in local marketing materials, and the need for assistance with the development of more area trails. The Trans-Canada Trail has a proposed water-based trail section that runs through Killarney Provincial Park (the

Rainbow Trail System Lake Panache – Killarney Provincial Park). The Georgian Bay Coast Trail is a 200 km "sustainable world-class hiking trail in the spectacular landscape of the UNESCO Georgian Bay Biosphere Reserve". Trails are scheduled for Pointe Grondine, Bayfield to Byng Inlet, Byng Inlet to Key River and Key River to Pointe Grondine.[48]

4. **Leverage Group of Seven connection:** Residents noted that the Killarney area was a favorite place for the Group of Seven artists; the artists were key in founding the Killarney Provincial Park and several paintings feature the Killarney landscapes. Tourism operators noted that visitors are seeking arts and culture activities and that the beauty and history of the Killarney region provide a perfect "canvas" for this type of tourism.

    Tourism Northern Ontario piloted a Group of Seven Tourism Experiences Product for the Algoma region in June 2013[49]. Visitor experiences suggested for Algoma includes art exhibits, art and photography excursions, keynote speakers, and guided hikes to scenic art-inspired locations in Algoma.

5. **Collaborate with Aboriginal partners:** Residents noted the possibility to create and build partnerships with local and area Aboriginal groups such as with groups associated with Wikwemikong Unceded Indian Reserve and Point Grondine. Currently the Killarney-Shebanoning Outdoor Environmental Education Centre provides outdoor education and Aboriginal learnings in the townsite of Killarney.

6. **Leverage boat traffic:** The Killarney area is home to many marinas. Residents and business owners are proud that the region is renowned for both cruising and sport fishing. The "big" boats (yachts) have traditionally been attracted to the Killarney townsite. Sport fishing boats frequent the French and Key River area. Canoeing and kayaking are popular in the Provincial Parks, but also in the Georgian Bay. The Georgian Bay Coastal Route website promotes boat traffic to the Georgian Bay region. See www.visitgeorgianbay.com.

7. **Increase capacity of local business people:** Local businesses expressed the need for business skill development, access to capital and improved marketing skills in the community.

8. **Build connecting trails:** Currently visitors must drive or bike the 13 km from Killarney Provincial Park to the townsite. Safe walking and biking trails could be created to connect visitors to Killarney Provincial Park to the Killarney townsite.

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[48] Georgian Bay Coast Trail website accessed May 6, 2014. http://www.gbcoasttrail.com/the-trail/tentative-schedule/
[49] Tourism Northern Ontario website accessed May 6, 2014. http://tourismnorthernontario.com/files/destinaton-development-documents-reports/group-of-seven-tourism-product-executive-summary-final-for-distribution-low-res.pdf

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9. **Develop seniors' attraction/retention projects:** seniors expressed the need for housing and support services to help aging residents stay in Killarney and to attract new residents to the community.

10. **Attract health care positions:** Killarney residents expressed the desire for more full time, year round positions in the community and recommended long term care related to housing and supports.

5.4 Threats

1. **Global economic conditions impact tourism:** Residents noted that tourism is heavily impacted by the global economy. In particular tourism and business owners noted a drop in US visitors.

   In the Spring 2014 Ministry of Tourism Travel Intentions Study[50], US residents intend to travel primarily in the US but travel to Canada is increasing over 2013 levels. 68% state they are seeking a nature/outdoor trip; and 63% see an Arts/Culture/History Trip. Canadian travel patterns indicated Ontario as a popular destination; 47% seeking a Nature/Outdoor Trip and 41% seeking an Arts/Culture/history trip. Passport requirements top the list of issues that disincline Americans to visit Ontario. Only 4% of Americans stated they were interested in visiting RTO 13 region (in which Killarney is located), however 31% of Canadians were very or fairly interested in visiting this region.

2. **Unpredictable lake/river conditions (e.g. ice, water levels):** Water levels on Georgian Bay are "at the low end of the historic range including the setting of a new all-time low in January 2013". Marina owners have had to dredge to deepen the water to facilitate boat access.

   The International Joint Commission made several recommendations in 2013 to increase water levels in Lake Michigan-Huron by 13 to 25 cm.[51] Approximately 7-13 cm of the decrease in water levels are attributed to the outflow of the St. Clair River which connects Lake Huron to Lake Erie. The decrease in water levels is also attributed to climate change.[52]

   Residents expressed concern that low water levels also impact local wildlife and ecosystems. See also threat 5 on page 38.

3. **Potential for resource conflict between mine and tourism operators:** Badgely mine operates on an island and is relatively isolated from the town and park sites. However there is potential

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[50] Ministry of Tourism. Travel Intentions Report. Spring 2014.
http://www.mtc.gov.on.ca/en/research/travel_intentions/Travel_Intentions_Spring_2014_Full_Report.pdf
[51] State of the Bay Report: 2013 Ecosystem Health Report for Eastern and Northern Georgian Bay. Website accessed April 221, 2014. www.stateofthebay.gbbr.ca.
[52] http://www.thebarrieexaminer.com/2014/03/08/water-levels-in-georgian-bay-finally-on-the-rise

for conflict with increased boat traffic and increased tourist traffic to the community of Killarney.

4. **Many in community have become accustomed to summer-work, winter-EI cycles:** Residents and business owners expressed concern that many in the community enjoy seasonal work and that finding staff to work in the winter months is challenging.

5. **Environmental health of Georgian Bay:** The Georgian Bay Biosphere Reserve monitors and reports on key indicators such as water levels, invasive species, wetlands, fisheries, development and human impact on Georgian Bay. The State of the Bay partners began working together in 2010. The group monitors 10 regions from Killarney/MacGregor Bay to Honey Harbour.

6. **Perceived lack of available land:** Residents were concerned that there are few advertised houses or land for sale in the region. This lack of building options limits the ability for new people to move to the community. There is no inventory of available land in the region.

7. **90 minutes to hospital and schools in Sudbury:** Residents must drive 1.5 hours to access health and education services in Sudbury. There is no scheduled bus service from Killarney to Sudbury. The distance to drive to Sudbury may be a barrier to attracting new residents to Killarney.

6.0 Proposed Strategic Directions

A strategic plan is often organized by themes, sometimes called *Strategic Directions*, which are the high-level business strategies on which the community will focus over the term of the plan. The community must excel in each of its chosen strategic directions to achieve its medium- to long-term goals. The directions should closely align with the Vision and Mission Statement, and must also address major issues identified during the community assessment process. Killarney's guiding Vision and Mission statements are:

Vision Statement:
Killarney's commitment to sustainability is reflected in a cohesive, thriving municipality with high quality community services.

Mission Statement:
Our mission is to maximize opportunities for community economic, cultural and social development by building partnerships and plans that address residents' long-term needs.

Developing strategic directions involves considering not only the opportunities and potential projects identified, but also the SWOT Analysis, environmental scan, and best practices in community development. These directions also represent deliberate strategic decisions made by the Steering Committee. Each direction includes a cluster of projects, and in turn each project has goals that address specific weaknesses, opportunities or threats. There are three proposed strategic directions for Killarney, as illustrated in Figure 6.1.

Figure 6.1: Strategic Directions for Killarney

There are three directions in the plan:

1. Enhance Community Experience: Residents of Killarney will be informed and able to participate meaningfully in community life.
2. Strengthen Local Economy: The community will work with local businesses to foster a strong local economy.
3. Improve Visitor Experience: Visitors will be able to experience unique, year-round activities.

Under each major direction there are several projects, each of which contributes to and aligns with the community vision and mission. There are thirteen projects in this strategic plan, as indicated in Table 6.1.

Table 6.1: Summary of Directions and Tactics

Direction 1 **Enhance Community Experience**	Direction 2 **Strengthen Local Economy**	Direction 3 **Improve Visitor Experience**
1.1 Improve intra- and inter-community communications 1.2 Explore feasibility of repurposing school for assisted living 1.3 Address seasonal worker housing challenges	2.1 Hire an EDO 2.2 Develop a Highway 69 realignment strategy 2.3 Establish a Chamber of Commerce 2.4 Improve waterfront infrastructure	3.1 Map Killarney Cultural assets 3.2 Leverage the airstrip 3.3 Enhance community trail network 3.4 Establish wi-fi network 3.5 Develop cohesive marketing campaign 3.6 Develop community events

6.1 Aligning Strategic Plan Projects with the SWOT Analysis

Table 6.2 demonstrates how the individual projects in each Strategic Direction address the issues identified in the SWOT analysis (page 31). This activity alignment exercise is important because it acts as a checklist. It demonstrates that the recommended projects in the Strategic Plan address major issues the community and the research has identified. It also points out which strengths community leaders can leverage to execute various projects.

This approach to strategic planning helps keep the plan flexible. As government policies, the economy and other external forces change, the plan may have to evolve if it is to remain relevant. By working under three major themes, or directions, the community can ensure that it is still addressing underlying weaknesses and threats in a strategic fashion, even if the individual projects within those themes have to change.

Table 6.2: SWOT Alignment Table

Strategic Directions and Projects	Leverages Strength	Addresses Weakness	Leverages Opportunity	Mitigates Threat
Direction 1: Enhance the Community Experience				
1.1 Improve intra and inter community communications	2,3,5,8	2,3,5,9,12,13	2,5,7	3,4,5, 6
1.2 Repurpose school for assisted living	1,2,3	1,5,6,7	5,10,11	4,6,7
1.3 Address seasonal worker housing challenges	1,2,4,5	1,5,6,7,8	1,11	6
Direction 2: Strengthen the Local Economy				
2.1 Hire an EDO	1,3,4,5,6,7,8	2, 7-9,11-13	1-7,9,10,11	3,6
2.2 Develop Highway 69 strategy	1,4,7	7,8,9,12	7	6
2.3 Establish a Chamber of Commerce	1,7,8	7,8,9,10,12	1,5,7	1,3,4,6
2.4 Improve waterfront infrastructure	1,2,4,7	5,6,11,13	1,2,4,6,8,9	1,2,3
Direction 3: Improve the Visitor's Experience				
3.1 Map cultural assets	2,3,4,5	3,5,7,8, 9,11,12	1, 2, 3, 5, 7	1,3,5
3.2 Leverage the airport	1,2,3,4	5, 8	1,2,4,8	1
3.3 Enhance community trail network	1,3,6,8	3,4,6,8,9,11,12	1,2,3,4,5,9	1,2,3,5
3.4 Establish Wi-Fi network	1,2	5,8,9,10,13	1, 7	1
3.5 Develop cohesive marketing campaign	1,3,4,7,8	2,5,7,8,9,11	1,2,4-8,11	3,4,5
3.6 Develop festivals and events	1,2,3,4,6,7,8	8,12	1,2,4,5,6	1,3

A Strategic Plan should help community leaders understand not only "what's in" but also "what's out." One challenge many smaller communities have is that resources become spread too thin as they feel obligated to pursue each new opportunity that emerges. It's essential to establish key priority areas so that municipal staff and community partners are focusing their efforts on complementary projects that build and support one another.

Clustering projects under major themes also makes it easier for municipal staff to include Strategic Plan considerations in their decision-making. For example, if a new funding program emerges for a project that falls under these themes but has not been explicitly identified, it may be appropriate to add it to the Plan. But if the new funding program does not address any of the themes, staff should think very carefully about whether to allocate scarce resources to something that is not considered "strategic". In the next section, we describe each of the projects identified in the three strategic directions.

7.0 Strategic Directions and Projects in Detail

The thirteen strategic plan projects described in this section align with the community's vision and mission. They reflect the needs and priorities expressed during consultations, surveys and interviews. Where possible and/or relevant, we include the following information for each project:

- Description and rationale.
- Best practices.
- Potential project leaders/partners.
- Potential for funding, if relevant.

7.1 Enhance Community Experience

7.1.1 Improve intra- and inter-community communications

Throughout the public consultation process, residents repeatedly mentioned the need for more and better communication from the municipality. This is an issue faced by communities across Canada,[53] especially as Internet-enabled technologies have increased residents' expectations of municipal communications. Greater municipal transparency and communication is linked to improved relations with and between citizens, elected officials, town employees and media.[54] In the Municipality of Killarney, it is especially important given the perceived social distance between Wards 1 and 2 and the seasonal nature of some home owners.

Communication with residents, partners and other stakeholders is critical for building trust, engagement and commitment.[55] Research suggests that when residents perceive government communications as meaningful and effective, they are more likely to feel they have benefited from their association with the Municipality and are more likely to support its initiatives,[56] e.g. a special tax levy, a community project, or call for volunteers. Frequent and ongoing communication is also more likely to increase individuals' sense of community identification – a sense of "one-ness" with the community based on shared understanding and values. This in turn can lead to pro-social behaviours such as positive word-of-mouth and volunteerism.[57]

During the consultation phase, residents indicated that:

- Many people in the community are unaware of what services are available.
- Residents want more frequent and varied communications from the Municipality.
- Residents want to know what the Municipality is planning for the future.

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[53] Nittel, Keiko. (1999) Communication Strategies for Municipal Governments. *ICURR Literature Summary No. 7*.

[54] Wheeler, Kenneth M. (ed.) 1994. Effective Communication: A Local Government Guide. Washington, DC: International City/County Management Association (ICMA).

[55] Duncan, Tom, and Moriarty, Sandra E. (1998). "A Communication-Based Marketing Model for Managing Relationships," *Journal of Marketing*, 62: 1-13.

[56] Bruning, Steven, Melissa Dials and Amanda Shirka (2008) "Using dialogue to build organization–public relationships, engage publics, and positively affect organizational outcomes," Public Relations Review, 34(1), 25-31.

[57] Van Vugt, Mark (2001) Community Identification Moderating the Impact of Financial Incentives in a Natural Social Dilemma: Water Conservation. Personality and Social Psychology Bulletin, 27: 1440-1450.

- They sincerely appreciated the Municipality's efforts to engage them and listen to their ideas.

An effective two-way municipal communications process will:
- Create opportunities for residents and community partners to provide feedback and ask questions about Municipal operations and projects. This may be accomplished by incorporating such features as suggestion boxes and discussion areas on the municipal website.
- Encourage more communication between residents of Wards 1 and 2.
- Keep residents abreast of opportunities, amenities and services available in the community.
- Increase social capital, pride and community engagement among residents.
- Encourage community buy-in and participation in implementing the Strategic Plan.

Potential Community Leaders:
Municipality of Killarney.

Potential Funders:
Operational funds. It may be possible to build some of these functions into the municipal website and use that as an ongoing communications mechanism.

7.1.2 Explore feasibility of repurposing school for assisted living

The only local school, St. Joseph's Catholic Elementary School, currently has 19 students in Grades JK to 6. The school also acts as the Sudbury District School Board's Outdoor Education Centre. In February of 2014, the School Board decided not to conduct an accommodation review of the school, but noted publicly that repairs to the building's roof could cost as much as $500,000.[58]

The School Board has since offered to sell the building to the Municipality and lease back the required space for the Village students. The remaining building space could be an opportunity to address one of Killarney's current weaknesses: a lack of housing for seniors.

The Municipality could undertake a feasibility study and needs assesement to determine if the school could be retrofitted to provide housing suitable for seniors. Killarney should work with the North East Local Health Integration Network (NELHIN) to prepare a senior's housing needs assessment. This will inform the decision as to whether or not the school building could be cost-effectively renovated and used to address such needs. The Muncipality could then approach the Manitoulin-Sudbury District Social Service Administration Board and the Ministry of Health and Long Term Care for funding. It should also work with the local provincial Member of Parliament to assist with the identification of funding sources.

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[58] Ulrichson, Heidi. (2014) Killarney's St. Joseph's School may face accommodation review. Northern Life. February 19, 2014.

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Potential Community Leaders:
The Municipality of Killarney.

Potential Funding:
Manitoulin-Sudbury District Social Service Administration Board.
Ministry of Health and Long Term Care.

7.1.3 Address seasonal workers' housing challenge

Residents - particularly local business owners - described the housing challenge Killarney experiences in the busy summer tourism season. Seasonal workers have limited options for accommodations: there are few rental houses available, nor are there many houses with individual rooms to rent. The lack of seasonal housing is a barrier to recruitment and hiring for many businesses, stifling growth and making it more difficult for local business people to be competitive.

The Economic Development Officer (EDO) (See Section 7.2.1) should work with area businesses to assess housing needs, perhaps through the use of an on-line or person-to-person survey instrument. One of the EDO's initial projects could be to develop partnerships that encourage the expansion of seasonal housing options.

- Conduct a housing needs assessment to identify the housing needs of workers with local tourism operators, Killarney Provincial Park and Coco Paving.
- Encourage private home owners to develop secondary housing within existing houses (e.g. room and board, basement apartments or granny flats).
- Identify private owners willing to sever lots for new home construction.
- Create a housing matching service on the municipal website.

Potential Community Leaders:
EDO.
Local home owners.

Potential Funders:
Private investment.

7.2 Strengthen Local Economy

7.2.1 Hire an EDO

It can be challenging for smaller communities with limited resources to allocate adequate resources to economic development. An Economic Development Officer (EDO) could carry out one or more of the following tasks, depending on the community's priorities and resources:

- Provide local business support and promote retention, which may include research, training, referrals, proposal writing, liaising with funders and government agencies, and working with business associations.

- Implement business attraction strategies, e.g. prepare business cases and promotional materials to attract franchisees, retail expansion and other economic development opportunities.

- Offer new entrepreneur support and assistance.

- Oversee community development initiatives (e.g. new community facilities, building improvements, establishing new marketing services, etc.), which may include proposal writing, project management, claims administration, committee planning and coordination, partnership development and report writing.

- Conduct research and policy development that supports economic diversification and community enhancement.

Economic Gardening

Economic Gardening refers to development activities that support a more entrepreneurial local business culture. It focuses on providing supports that increase the competitive advantage and marketing skills of local companies, especially those with specialized skills and high value-added goods and services.

The concept originated in the Littleton, Colorado Economic Development Department in the late 1980's. After adopting the strategy in 1989, the number of jobs in Littleton increased from 15,000 to 35,000, business sales tripled to $20 million, and the population grew by 30%.

This approach involves actively engaging local businesses to help them grow and prosper. In most cases, the community economic development officer (EDO) and team helps firms learn how to better market themselves, and how to adapt to changing environments. The EDO may also provide in-depth market research and advice on business growth strategies, and facilitates training on best practices and business innovations.

An Economic Development Officer will add capacity to the community's Municipal management by providing a resource focused on economic and community development.

Potential Community Leaders:
The Municipality of Killarney.
It may also be possible to work with the Economic Development offices in Sudbury and Manitoulin Island to arrange for mentoring opportunities for the new EDO.

Potential Funders:
- Municipal operational funds.
- Youth Internship Program (Appendix A, Page 71).

There are two options for funding this project. The first is to fund the new position out of the Municipality's current operational fund. Expect to allocate between $42K-$60K for this position for a candidate with some community economic development experience.

The second option utilizes the Youth Internship Program available through the Northern Ontario Heritage Fund Corporation and FedNor. The Municipality should recognize that a youth intern, while more affordable, will not be able to achieve the same level of economic change as an experienced EDO. The municipality would be eligible for a contribution of up to 90 percent of a recent graduate's salary to a maximum contribution of $31,500. It could recruit an individual with an Economic Development designation as long as he or she has graduated within the last three years. This would allow the Municipality to pay just $3,500 over the course the year, not including overhead, equipment and operating expenses such as travel, training and networking. However, it may be difficult to recruit or retain someone at the $35K salary level, and many organizations use the NOHFC contribution as a base, and "top up" the salary to the $40K range. This still saves significant money for the municipality, increases the chance of recruiting a good candidate, and improves the likelihood that the individual will stay for the entire year. Over the course of the year, the Municipality can then explore how it might continue to finance the position through its operational budget.

It may also be possible to secure a two-year youth internship contribution through NOHFC. Conditions for this include providing the individual with training during the first year–such as Economic Development Certification– that provides him or her with a professional credential.

7.2.2 Develop a Highway 69 realignment strategy

While the expansion of Highway 69 will lead to faster and safer traffic flow through the Municpality, businesses may be negatively affected by the realignment of the highway. Rerouting the traffic will significantly reduce the number of transient customers who might otherwise stop for gas, food or groceries.

The Municipality should work with neighboring communties to identify the number of businesses adversely affected by the highway realignment. It may then approach the NOHFC to secure funding for an economic impact study and a transition strategy for the affected businesses.

The Lacloche Manitoulin Community Futures Development Corporation (LAMBAC) may be able to assist with this project.

Potential Community Leaders:
EDO, in partnership with other affected communities.
LAMBAC.
Chamber of Commerce (See 7.2.3).

Potential Funders:
NOHFC, (Appendix A, Page 73).

7.2.3 Establish a Chamber of Commerce

Participants in the public consultations perceive the local business community as "disorganized," "uninterested in improving current services," and offering "poor customer service."[59] They attribute part of this to the lack of a central business organization, such as a Board of Trade or Chamber of Commerce.

A Chamber of Commerce typically offers the following services to its members:[60]

- A united voice for the business community that advocates on its behalf for pro-business policy at all levels of government.
- Business development training and information workshops (e.g. using social media for business, improving customer service, capitalizing on new business funding programs, understanding tax rebates for small business, etc.).
- Networking opportunities for members.
- Promotion of the importance of the local business community to quality of life in the town.
- Member services, e.g. discounts for members from other members.
- Assistance in connecting businesses with funding or loan opportunities.
- Keeping members informed on developments and trends that may impact them.

A Chamber of Commerce could become a responsive and innovative leader in Killarney's business community, offering services, training, advocacy and access to networking opportunities. The Canadian Chamber of Commerce has a guidebook to establishing a Chamber of Commerce.[61]

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[59] Public consultation comments, Municipality of Killarney, 2013.
[60] Pilgrim, Markus, and Ralf Meier. *National Chambers of Commerce: A Primer on the Organization and Role of Chamber Systems*. Center for International Private Enterprise (CIPE), 1995.
[61] Canadian Chamber of Commerce (2013). Guide to the Organization of a Community Chamber accessed at www.chamber.ca/resources/establishing-a-chamber-of-commerce/boards-of-trade-act/Guide_to_the_Organization_of_a_Community_Chamber_2013.pdf

The EDO may be able to provide initial support until the group incorporates as a Chamber. For example, he or she could help assess local interest, invite potential participants, coordinate preliminary meetings and record notes and action items. The Chamber of Commerce could also work with the EDO to help local businesses adopt more technology to increase their efficiency and effectiveness.

Potential Community Leaders:
EDO.
Community business leaders.

Potential Funders:
Costs to incorporate and support the organization are generally covered by membership dues and corporate sponsorships, so this initiative need not incur any ongoing expenses for the municipality.

7.2.4 Improve waterfront infrastructure

There are two aspects to this recommendation; the first involves improving regional marinas and wharfs; the second involves building and enhancing local waterfront amenities that will appeal to both visitors and residents.

7.2.4.1 Develop a plan to improve regional marinas
Killarney's town site marina is a popular feature for residents and visitors, and supports the active lifestyle and events in the community. The marina is currently at capacity, and there is a waiting list for docking space. There are also several private marinas at various locations across the municpality, most of which are well used, if aging.

Other concerns include:
- Marinas – both public and private – require basic infrastructure and safety upgrades.
- There are limited public access points to Georgian Bay.
- Area marina owners are aging and want to sell their businesses, but few if any have succession plans.

Most boat access to Georgian Bay for commercial, personal or tourism use depends on the regular availability of good quality marina services. The EDO could lead a project to upgrade existing marinas and address real and perceived service gaps. Project tasks would include:
- Conducting an inventory and needs assessment for marina services across the Municipality.
- Assisting area businesses by connecting them to resources that may help them address infrastructure improvements and establish new services.
- Securing funding to expand the Townsite marina area(s).
- Work with other economic development organizations to establish a regional series of workshops or consultations on succession planning.

- Help business owners access funding to improve area marina infrastructure.
- Promote the region's marina services to tourists and prospective business owners. Work with the Tourism Northern Ontario (formerly Regional Tourism Organization 13a)[62] to ensure that regional marketing materials highlight these services.
- Work with education providers to market and provide training courses to meet area needs.
- Secure funding to improve public water access locations across the municipality.

Potential Community Leaders:
EDO.

Potential Funders:
LAMBAC.
NOHFC, (Appendix A, Page 73).

7.2.4.2 Enhance waterfront amenities

Expanding and improving the Killarney townsite's waterfront will contribute to local quality of life, and support the local tourism industry. Ideally, the waterfront could become a centrepiece for community-building by providing infrastructure that supports tourism, local events and quality-of-life activities. Killarney's most recent tourism plan (Hope Consulting, 1988) highlights the potential for the town's waterfront to become a central meeting space for the community and visitors.

Enhancing the waterfront park area and offering shoreline development options addresses several concerns around quality of life, economic diversification and tourism development. Best practices for transforming community waterfronts include the following tasks:

1. Establish a community committee to work with an external planning firm to plan and design the community's waterfront space.
2. Create a shared community vision for the waterfront by engaging the citizens and business owners and community organizations in Killarney in a consultative process to define future visions for the site, and potential projects.
3. Use the "Power of Ten" and strive to create 10 destinations along the waterfront to entice visitors to visit and/or stay longer. Define the uses and potential activities relevant to each destination. Destinations do not have to be new but can be existing buildings/businesses[63].
4. Connect destinations via a series of walking paths or trails to create a continuous flow to the waterfront.
5. Link the waterfront to other community spaces using signage, or by expanding trails and walkways.

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[62] Contact David MacLachlan, Executive Director, Tourism Northern Ontario (formerly RTO 13), Sault Ste. Marie ON P6A 6L6. Phone: (705) 575-9779, Email: david.maclachlan@tourismnorthernontario.com   Web: www.tourismnorthernontario.com

[63] Project for Public Spaces. *How to Transform a Waterfront*. Available at http://www.pps.org/reference/turnwaterfrontaround/

6. Keep the waterfront design as environmentally friendly as possible. Incorporate a boardwalk, playgrounds and displays along the shoreline to create an interactive experience for visitors that complements the environment.

7. Establish a waterfront management committee comprised of local business owners, the town and community groups to sustain waterfront programming.

Specific attributes of great waterfronts include[64]:

- Ensure the surrounding buildings enhance the public waterfront space.
- Seasonal and 24 hour programming.
- People are at ease when not overwhelmed by traffic. Keep the waterfront accessible by boat, foot, and bicycle.
- Showcase the community's local identity, culture and history.
- Interesting and interactive amenities in close proximity to the water such as:
  - Public art.
  - Good lighting or creative lighting (spotlights to show case certain aspects, colored bulbs at night).[65]

Potential Community Leaders:
Municipality of Killarney.
Community Waterfront Committee.

Potential Funders:
FedNor's Community Economic Development Fund, page 68.
Municipality of Killarney.[66]

7.3 Improve Visitor Experience

7.3.1 Map Killarney's cultural assets

Killarney is proud of its history, environment and culture, and the way these things have shaped its way of life. The area has a wide range of assets that could be used to create engaging cultural and heritage programming for visitors. The first step in doing so involves the process of cultural mapping. This is "the process of collecting, recording, analyzing and synthesizing information in order to describe the cultural resources, networks, links and patterns of usage of a given community or group".[67] Communities generally undertake cultural mapping for two reasons: to increase their understanding of what's happening in the community, and to use the information to create a cultural plan for a community.

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[64] http://www.pps.org/waterfronts/

[65] Project for Public Spaces. *10 Qualities of a Great Waterfront Destination.* Available at
http://www.pps.org/reference/turnwaterfrontaround/

[66] See the funding provided to Terrace Bay for their waterfront development plan. http://fednor.gc.ca/eic/site/fednor-fednor.nsf/eng/fn03840.html.

[67] Arts Now. *Cultural Mapping Toolkit.* 2010. Available at www.creativecity.ca

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Cultural mapping can:

- Help define local culture.
- Identify previously unknown resources and activities to the public, tourists and other stakeholders.
- Increase knowledge and appreciation of existing culture across the municipality.
- Identify priorities for future funding.
- Identify points of interest for visitors for waterfront and trail development.
- Themes for festival and events.
- Locate gaps in information and identify networks/hubs of information.

Cultural Mapping makes culture more visible so that it can be recognized, appreciated, and used in new ways. Cultural assets can then be linked, shared and further developed for the benefit of the community and its visitors.

Communities can complete the Cultural Mapping process themselves. A detailed guide, the Cultural Mapping Toolkit, is available from www.creativecity.ca.

Examples of community cultural maps include:

- Municipality of Wawa: http://wawaculture.com/cultural-mapping/
- Halifax' tourist map of artist studios and galleries: http://halifaxartmap.com/index.php

Potential Community Leaders:
EDO and intern.

Potential Funders:

- Culture Development Fund, page 69.
- Heritage Organization Development Grant Program, page 77.
- Tourism Development Fund, page 72.

7.3.2 Leverage the airport

Killarney's Municipal Airport is located adjacent to the village of Killarney, 170 nautical miles north-northwest of Toronto. Transport Canada licenses the airport, which offers 3500 x 75' of paved asphalt and has aviation fuel available in the summer season. Landing fees are very low, at $5 per aircraft.

The airport appears on the Canadian Pilots Association of Canada's (COPA) *Places to Fly* list and is listed as "a dream destination for seaplane or landplane pilots". This endorsement by COPA is a tremendous asset that could be better leveraged for economic development purposes.

To facilitate additional traffic at the airport, the Killarney EDO should consider the following tasks:

- Pursue partnerships that will develop charter flight packages from Toronto.
- Explore potential for airport-based programming e.g. fly-ins and air shows.
- Work with regional air charter services to develop flight-seeing tours and "first flight" experiences.
- Keep airport-related information current on municipal and industry websites.

Each of these tactics is described in further detail in the following sections.

7.3.2.1 Encourage charter companies to offer air service for cottage owners and tourists.

The EDO could first conduct an assessment of the number of cottage owners, Provincial Park users, and other visitors to the area. According to local business owners and community leaders consulted in the strategic planning process, many of these visitors are affluent and might welcome the convenience of a charter flight service. Using a variety of sources, such as Provincial Parks exit surveys, Travel Association statistics and Statistics Canada, it should be possible to estimate:

- The percentage of seasonal visitors whose household income would accommodate occasional charter flight expenses.
- Their originating city.
- The amount of money they spend while in the area.

Armed with this information, the EDO could contact charter companies in key cities and work with them to build a business case.

Potential Community Leaders:
EDO.

Potential Funders:
N/A.

7.3.2.2 Secure a provider for flight seeing tours, flight school or first flight experiences.

Killarney could increase the use of the local airport with the options for visitors to take part in a range of flying experiences, such as:

- Flight-seeing tours of the Georgian Bay area.
- First flight experiences.
- A flight school based out of the local airport.

The town's EDO should work towards securing a partnership with an operator willing to provide flight-based tours and/or training in Killarney. The 105,000 annual visitors to Killarney Provincial Park could form the basis of a substantial business case for tourism charters.

A summer flight school in Killarney could teach both water and land landings. Flight training programs range from 25-40 hours for student and recreation permits. Flight companies can also

offer their programs under a "pay as you go" approach, which may make such programs more attractive to tourists and regular seasonal visitors. For the classroom component of the training, firms could use the Veteran's Hall or a private facility in the area.[68]

For a relevant case study on so-called "adventure flight schools" see the write-up on Lake Country Airways at http://lakecountryairways.ca/learntofly.php

Potential Lead:
EDO.

Potential Funders:
N/A.

7.3.2.3 Create niche market aircraft shows or events

Creating visitor programming at the Killarney airport will attract more people to the site and expose current and potential pilots to the facilities. The Chamber of Commerce could establish an Events Committee to develop and market airport specific events, particularly in the spring and fall shoulder seasons when visitation is lower and local accommodation is more readily available.

A Fly-In event can be built around activities such as:
- Young Eagle flights.
- Poker runs.
- Spot landing contests.
- Radio controlled aircraft demonstrations.
- Tethered hot air balloon rides.
- Organized fly-bys that do not include any formation flying.
- Orientation flights.
- Airplane rides by commercial vendors.
- Pilot proficiency events.

In addition to any combination of the above flying activities, a Fly-In may also include ground-based activities, transportation and food service[69]. The Experimental Aircraft Association offers a manual on hosting the popular "fly-in" events[70]. For information on hosting a fly-in see: http://www.eaaul122.org/EAAUL122/Links_Files_files/ChapterFly-InGuidelines.pdf

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[68]For more information on setting up a flight school, visit https://www.tc.gc.ca/eng/civilaviation/publications/tp12862-chapter1-general-1683.htm

[69] EAA. *Chapter Fly-In Guidelines*. 2009. http://www.eaaul122.org/EAAUL122/Links_Files_files/ChapterFly-InGuidelines.pdf

[70] EAA. *Chapter Fly-In Guidelines*. 2009. http://www.eaaul122.org/EAAUL122/Links_Files_files/ChapterFly-InGuidelines.pdf

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To develop a Fly-In event, the Chamber of Commerce could work with an area aviation Chapter to establish a committee to oversee planning of the event, select a date that does not conflict with other airshows or Fly-Ins in the region, define scope of event and activities, establish a budget, and develop a publicity plan.

Potential Community Leaders:
Town of Killarney.
EDO.

Potential Funders:
Celebrate Ontario, page 70.

7.3.2.4 On-going website promotion of the airport

To support increased airport traffic, the Municipality should ensure that the Killarney airport listing on its own website and websites such as COPA's *Places to Fly* are accurate. The new municipal website provides some details on the Airport, but this section could be enhanced with more photography, details of ground transportation available, distance from key attractions, etc.

Another means of building awareness of the airport might be to rebrand it with a distinctive name that makes it stand out from the others in the region. While Killarney Municipal Airport does provide Ontario visitors with a reasonable idea of the region the Airport serves, it gives no indication of its proximity to the world renowned scenery of the Georgian Bay and North Channel.

Potential Community Leaders:
EDO.

Potential Funders:
N/A.

7.3.3 Enhance community trail network

There are several trails in the Killarney area (George Trail, Tar Vat, Lighthouse, the La Cloche Silhouette Trail, the "Crack", etc.). Groups in Killarney could collaborate to provide strategic trail connections across the municipality, and link them to regional and national trail networks. This could provide additional exposure to Killarney's trail system.

Trails provide a variety of benefits:
- They can facilitate physical activity, promote health and wellness and improve quality of life in the community.
- They can preserve the natural landscape and minimize human impact on delicate terrain.

- They are recognized as assets that attract tourists to communities. The Ontario Trails Council estimates that trails contribute over 2 billion dollars annually to the provincial economy.[71]

In this section, we describe two specific recommendations to enhance the local trail system.

7.3.3.1 Develop a trail to connect Killarney Provincial Park to the Killarney townsite

Stakeholders recognize a need to create a safe trail route for the 13 km distance between Killarney Provincial Park and the Killarney townsite. The Municipality of Killarney could lead the project, working with Killarney Provincial Park staff, Friends of Killarney, and a volunteer Trails Committee to plan and create a 13 km trail.

Building one metre of paved trail that is three metres wide generally costs $100 - $200.[72] The projected costs for a 13 km trail would be in the range of $1.3-2.6M. A more appropriate approach for Killarney may be a fine aggregate-based trail. The Trails Committee would have to apply for funding assistance to support this project. In addition to working with public sector funders, the Committee should also develop a sponsorship recognition program to secure cash and in-kind donations from local businesses for the supply of aggregate, materials, equipment, and labour.

Ontario Trails offers a helpful guide to help community groups undertake trail planning, construction and maintenance, and this could form the basis of a workplan for the Trails Committee.[73]

Potential Community Leaders:
Municipality of Killarney.
EDO.
Friends of Killarney Provincial Park.

Potential Funders:
- Area industry and business sponsorship and in-kind donations.
- LAMBAC.
- TD Friends of the Environment Foundation, see page 77.
- Mountain Equipment Co-Op fund for community involvement, see page 78.

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[71] Trails for All Ontarians Collaborative. *Ontario's Best Trails*. 2006. Available at
http://www.ontariotrails.on.ca/assets/files/pdf/member-archives/reports/Ontario's%20Best%20Trails%20-
%20%20Full%20Document.pdf
[72] Norman, Terrance. Canadian Trails Study. Decmber 2010. Page 19. Accessed June 26 at http://www.ntc-
canada.ca/pdf/NTC-Canadian-Trails-Study.pdf
[73] Ontario Trails (2006). Ontario's Best Trails: Guidelines and Best Practices for the Design, Construction and
Maintenance of Sustainable Trails for All Ontarians. Available at http://www.ontariotrails.on.ca/assets/files/pdf/member-
archives/reports/Ontario%27s%20Best%20Trails%20-%20%20Full%20Document.pdf

7.3.3.2 Promote Trail Linkages with regional and national trail networks

Killarney's trails are relatively isolated from the regional and national trail networks that surround the area. Promoting the regional trails on the Killarney website, and ensuring Killarney's trails are highlighted on regional and national trail websites will increase its exposure to visitors. For example, the Trans Canada Trail connects to the Killarney area through the Rainbow Trail System; this water-based trail is a canoe route through Lake Panache in Killarney Provincial Park.[74] This route should be highlighted on the municipal website.

Similarly, the Georgian Bay Coastal Trail is a planned "sustainable world-class hiking trail in the spectacular landscape of the Georgian Bay Biosphere Reserve".[75] Trails being developed in the area include the Point Grondine Loop (scheduled to be operational in 2015), Byng Inlet to Key River, and Key River to Point Grondine.[76] Killarney should also work with regional trail builders to develop and cross promote area trails to area visitors.

Potential Community Leaders:
Municipality of Killarney.
EDO.
Friends of Killarney Provincial Park.

Potential Funders:
- TD Friends of the Environment Foundation, see page 77.
- Mountain Equipment Co-Op fund for community involvement see page 78.

7.3.4 Establish Wi-Fi network

Establishing a public Wi-Fi network will enhance the visitor experience by making it easier to access community information and keep visitors connected to their social and business networks.

While Wi-Fi used to be considered a "bonus" service, it is now an expectation for most travellers. Recent surveys show that "travellers value access to the Internet above almost all else"[77]. A 2014 survey found that 85% of US travelers use smartphones while on vacation for the following reasons[78]:
- 32% to access social media.
- 29% to share social media.

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[74] Trans Canada Trail Ontario. *Explore the Trail.* 2014. Available at http://tctrail.ca/explorethetrail

[75] Georgian Bay Coast Trail website accessed June 25, 2014. http://www.gbcoasttrail.com/.

[76] Georgian Bay Coast Trail website accessed June 25, 2014. http://www.gbcoasttrail.com/.

[77] http://skift.com/2013/07/24/the-cities-and-islands-that-lead-the-way-on-free-wi-fi-for-tourists/

[78] TripBarometer Mobile & Social Survey Finds 85% of US Travelers Bring Their Smartphones on Vacation & 61% Report Using Social Media While Traveling. http://www.tripadvisor.com/TripAdvisorInsights/n2006/tripbarometer-mobile-social-survey-finds-85-us-travelers-bring-their-smartphones-vacation-61-report

- 36% to find restaurants.
- 27% to find things to do.
- 22% looking for hotels.
- 24% to read reviews.

There are significant benefits to helping visitors access the Internet. With the rise of digital devices, it has become almost habitual for people to constantly update their social networks with images, comments and posts about their travels. Over 61% of US travelers report using social media while on vacation.[79] Social media updates can generate buzz for a destination, and help attract more tourists to the area.

Blue Sky Net is currently exploring options to bring enhanced broadband services to the Killarney area. They have applications submitted to FedNor and NOHFC for the telecommunications infrastructure costs needed for enhanced broadband. Blue Sky Net will be issuing an RFP (request for proposal) in 2014 to attract interested service providers to the area.[80]

Potential Community Leaders:
Blue Sky Net.
Municipality of Killarney for technical assistance.

Potential funders:
NOHFC.
FedNor.

7.3.5 Develop a cohesive marketing campaign

Communities recognize that they are now competing for many resources: residents, tourists, government funding, economic development investment and even public "share of mind." A cohesive, sharply focused marketing and promotion plan can not only increase awareness of the community among non-residents, but also increase local pride and sense of community.

In Killarney's case, it should also work at distinguishing itself from two other communities of the same name: Killarney, Manitoba, and Killarney, Ireland. These two communities often appear in web searches for Killarney, Ontario.

Creating and distributing appealing, professionally-developed marketing material will enhance and facilitate brand awareness, word-of-mouth and referrals. The area would benefit from updated marketing materials that promote competitive advantages such as the Group of Seven connection, the airport, its provincial parks, and unique cultural and environmental assets.

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[79] TripBarometer Mobile & Social Survey Finds 85% of US Travelers Bring Their Smartphones on Vacation & 61% Report Using Social Media While Traveling http://www.tripadvisor.com/TripAdvisorInsights/n2006/tripbarometer-mobile-social-survey-finds-85-us-travelers-bring-their-smartphones-vacation-61-report
[80] Personal Communication with the Executive Director of Blue Sky Net. June 2014.

We recommend six specific initiatives in this section:

      1.1 Develop Killarney's brand.

      1.2 Create a marketing plan and materials.

      1.3 Encourage Internet adoption by local businesses.

      1.4 Develop a municipal signage strategy.

      1.5 Send EDO to trade shows.

      1.6 Develop a community events calendar.

7.3.5.1 Establish Killarney's Brand

Creating a community brand is the first step towards developing a cohesive community marketing campaign that will promote Killarney as a unique tourist destination. A solid brand promotes recognition, encourages spending and promotes loyalty among consumers.[81] The brand should form the foundation and provide consistent themes for all of Killarney's future marketing initiatives.

Branding is not a logo, or a specific campaign. A brand is more like a promise. Branding answers the question "what do we want to be known for?" It should be based on the area's competitive advantages, to highlight that the promise is something different and more special than the "brand promises" made by other communities.

A brand is executed on two levels- the mass level and the interpersonal level. Branding on a mass level is accomplished through advertising, public relations campaigns and community projects that reflect the brand message. At a personal level, the brand is enacted through interactions between residents, service providers and visitors. For example, a town whose brand message is "The Friendly Wilderness" might pursue the following activities:

- Mass Level – Advertising and promotion would include the phrase "Friendly Wilderness" and feature photos of people enjoying themselves in settings of natural beauty; they might promote activities such as canoeing, hiking and camping, while highlighting issues of safety and professional visitor services.
- Interpersonal Level – The Municipality might work with the local Chamber of Commerce to encourage all businesses to provide consistent customer service training to all employees. This can be opened up to residents too, to promote the notion of friendliness. The Municipality could also develop a resident education campaign to emphasize the importance of tourism to the community's economic health. Encouraging residents to embrace and support the tourism industry helps to build and confirm the brand image in the minds of both locals and visitors.

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[81] Centre of Excellence for Public Sector Marketing. *Guide to Branding in the Public and Not-For-Profit Sectors*. 2009. Available at http://www.mikekujawski.ca/ftp/cepsm_branding_ebook.pdf

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A complete branding project should include the following elements:
- The brand message – the key promises the community makes to stakeholders. This is carried through every marketing element and advertisement. This could be in the form of key words, such as "Wilderness" and "Welcome", or it could be in the form of a tagline, such as the "Friendly Wilderness" phrase.
- A distinctive logo that reflects the brand message.
- A guide to implementing the brand that is then used by everyone involved in promoting the community.

Potential Leaders:
Chamber of Commerce.
EDO.
Municipality of Killarney.
Note that there may be some partnership potential for co-branding with Killarney Provincial Park and French River Provincial Parks. [82]

Potential Funding:
Rural Economic Development Program (RED)'s Implementation Stream: Regional Marketing, see page 78.

7.3.5.2 Create a marketing plan and materials
A complete marketing and promotional plan should address the following items, at a minimum:
- What are your products, and how are they unique or better than other similar offerings?
- Who are the key target markets for your services?
- What is the best way to reach them?
- How well does your marketing campaign align with the community brand (which at this point should already have been established)?[83]
- What are the marketing plan's measurable objectives that you will monitor to determine whether or not the plan has been successful?
- What inter-community communications mechanisms do you have to develop community pride?
- What is the distinctive brand, logo and slogan for the Municipality?
- How will you ensure a consistent "look and feel" in Municipal communications, marketing efforts, tourism materials, signage, and other communication media?
- Who will regularly update and monitor the municipal website?
- Will you have a social media campaign, and if so, who will engage with the users?

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[82] Centre of Excellence for Public Sector Marketing. *Guide to Branding in the Public and Not-For-Profit Sectors.* 2009. Available at http://www.mikekujawski.ca/ftp/cepsm_branding_ebook.pdf
[83] McCray, Becky. Small Biz Survival. *How to Market a Small Town.* 2013. Available at http://smallbizsurvival.com/2013/03/how-to-market-a-community.html

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There is significant research suggesting that community perceptions are influenced by the name, logo and the slogan chosen to represent it.[84] Improving a community's image may involve changing traditional symbols and taglines, or promoting different aspects of the community from those in the past. In particular, emerging regions and those communities promoting highly focused strategies are good candidates for change. It's especially important to highlight why a community is unique, and to focus on what makes it special.[85]

Tactics

1. Establish a community-based Marketing and Communications Committee.
2. The Marketing and Communications Committee may develop the marketing and promotional plan itself, or seek funding to contract out this task. If the latter option is selected, the Committee must develop and issue a Request for Proposal, choose a firm, monitor its performance and select which recommendations to implement.
3. The Committee will need to seek funding to implement the plan, e.g. pay for design work, signage, website improvements, marketing materials, etc.
4. Develop a contemporary logo for Killarney that reflects the community's vision.
5. Market existing trails for snowmobiles, motorcycles, hiking, etc.
6. Create attractive, welcoming community entrance signage.
7. Improve highway tourism signage: e.g. "The Inspiration for the Group of Seven."
8. Attend selective tradeshows.
9. Maintain an up-to-date website, including an events calendar.

Potential Community Leaders:

Municipality of Killarney.
EDO.
Communications Committee.

Potential funding:

Rural Economic Development (RED) program, see page 78.
Community Infrastructure Improvement Plan (FedNor), see page 68.

7.3.6 Develop community events

Killarney is a popular tourist destination in the summer months. However, the shoulder seasons and winter months experience lower visitation.

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[84] Avraham, E. (2004). Media strategies for improving an unfavorable city image. *Cities*, *21*(6), 471-479.

[85] Gertner, D., & Kotler, P. (2004). How can a place correct a negative image? *Place branding*, *1*(1), 56.

Nearby Killarney Provincial Park is at 95% capacity in July and August[86] and at 97% capacity in the winter months. In 2010 over 105,000 people visited Killarney Provincial Park; over 18,000 people visited French River Provincial Park. There are opportunities for the Municipality to leverage the large number of visitors at these Provincial Parks during the shoulder seasons and winter months. Participants in the strategic planning consultation sessions suggested that community events might draw visitors beyond the Parks.

Killarney should consider how it might provide programming to draw visitors from French River and Killarney Provincial Parks throughout the year, but particularly outside the summer months. Such events might include cultural learning programs, festivals, farmer's or artisan's markets, family days and fishing derbies.

7.3.6.1 Develop Festivals and Events for the Shoulder Seasons

Festivals and events provide an opportunity for communities to attract out-of-town visitors that boost their local economies. Attendees who enjoy their experience may return again, and engage in positive word-of-mouth that encourages others to visit the community. While at capacity in July and August, focus group participants noted that visitation to Killarney is lower before May and after Labour Day weekend.

Events should build on the brand that Killarney establishes for the area, and capitalize on natural and cultural assets, such as:
- Group of Seven Art.
- Fall colours.
- Fishing.
- The airport.
- Voyageur heritage.

Best practices for communities wishing to offer festivals and events include:
- Developing a Festival and Events Committee with representatives from key sectors, such as the business community, tourism industry, and municipal councilors.
- Developing a Local Festival and Events manual that establishes policies, permit requirements and guidelines for organizations wishing to develop events.
- Promoting local events on a Community Calendar and through any other promotional mechanisms available, such as regional marketing materials, trade shows, etc.

7.3.6.2 Develop a Festival and Events Committee

A Festivals and Events Committee oversees the development and implementation of special events that address strategic priorities for the municipality. For example, one of Killarney's objectives is to attract more visitors during the shoulder seasons; the Festivals and Events Committee should

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[86] http://www.ontarioparks.com/pdf/statistics/2010_park_statistics.pdf

therefore focus on developing events that align with this particular goal. The Committee's tasks would include:
- Identifying potential multi-day events.
- Identifying partnerships with nearby communities.
- Identifying and securing funding and sponsorships.
- Recruiting and developing volunteers for events.
- Developing and executing a specific promotion strategy.
- Monitoring, evaluating and documenting the success of the event, including lessons learned and best practices.

Potential Lead:
EDO.
Volunteer Festivals and Events Committee.

Potential Funding:
NOHFC Event Partnership funding, see page 79.
MCTS's Celebrate Ontario program, see page 70.

7.3.6.3 Develop a manual to support local festival and event organizers
Communities can support successful festivals and events by building the capacity among groups who host events. An excellent way to do this is to create a guide or manual for volunteers who want to host events. For example, the Town of Gananoque has created a guide to support local groups interested in developing festivals and events.[87] The municipality of Killarney could adapt existing resources[88] to support Killarney residents as successful event organizers.

Because Killarney is known for its natural beauty, Killarney's event manual guide could help organizers to create events that reduce waste, water and energy, and promote the use of local products and suppliers. There are several guides to help event committees plan "green" events. [89,90]

Potential Lead:
EDO.

Potential Funding:
LAMBAC.
Trillium Foundation, see page 68.

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[87] Community Event Manual. Gananoque. 2011. Accessed July 2013 at
http://www.gananoque.ca/sites/gananoque.ca/files/Gananoque%20Event%20Manual.pdf
[88] Failte Ireland National Tourism Development Authority. Failte Ireland Festivals and Events Best Practice guide.
http://www.aoifeonline.com/uplds/best_practice_guide07.pdf
[89] The Icarus Foundation. "Green Festivals and Events Guide, a How To…". October 2008. Accessed June 13, 2014 at
http://ecoclub.com/library/epapers/15.pdf.
[90] http://www.stopwaste.org/docs/specialevents-swp.pdf

7.3.6.4 Promote off-season activities on the Municipal website

Killarney can increase the number of activities associated with the community by promoting events on the Municipal website's community calendar. Community members and community groups such as the Friends of Killarney Provincial Park, should be encouraged to post their events on the community website, submit pictures and news articles.

Events could include:
- Snowmobile poker runs.
- Fish derbies.
- Fall colours hiking events and other park events.
- Fall or Spring Fly-ins and Airshows (see 7.3.2.3).

Potential Community Leaders:

EDO.

Town of Killarney.

Friends of Killarney Provincial Park.

Potential Funding:

N/A.

8.0 Implementation

Implementation is always the most challenging part of a strategic planning process. According to some researchers,[91] fewer than half of the organizations that develop a strategic plan actually implement it. One Ernst and Young study (2008) found that the number failing to execute their strategies was as high as 66%.

A McKinsey survey (2006)[92] identified a number of reasons for this failure, including:
- Inadequately communicating the plan's objectives to stakeholders.
- Failing to align organizational goals with the strategic plan.
- Failing to monitor progress against the strategic plan.
- Not involving senior management and project leaders.
- Not engaging partners and stakeholders.

In this section, we provide some recommendations and best practices to facilitate the plan's implementation in the Municipality of Killarney. See Table 8.1 for an overview of the plan's timeline and key resources needed to carry out each project.

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[91] Johnson, L.K. (2004), "Execute your strategy without killing it," Harvard Management Update, Boston: Harvard Business School Publishing.

[92] Improving Strategic Planning: A McKinsey Survey (2006) McKinsey Quarterly, July/August.

8.1 Preliminary Timeline and Budget

Table 8.1 presents an overview of the suggested implementation plan and the associated preliminary budget. It is important to note that this preliminary budget does not include costs associated with the outcomes of many of the projects. For example, the waterfront improvement strategy has only the funding application costs identified. The actual strategy implementation costs are unknown at this time. These will be researched and clarified as part of the strategy. Given the potential magnitude of such strategies and the associated items, these costs will have to be considered by the community and the community partners as they arise.

Table 8.1: Implementation Schedule

	Lead(s)	Costs	2015				2016				2017				2018				2019			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.0 Enhance Community Experience																						
1.1 Improve intra- and inter-community communications	Municipality	n/a	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1.2 Explore feasibility of repurposing school for assisted living, library, or other community use	Municipality SDSSAB NELHIN	$10,000 $20,000 $20,000					■	■	■													
1.3 Address seasonal workers' housing challenge	Municipality (EDO)	none	■	■	■																	
2.0 Strengthen Local Economy																						
2.1 Hire an Economic Development Officer (EDO)	Municipality	$60,000 annually	■	■																		
2.2 Develop a Highway 69 realignment strategy	Chamber of Comm Municipality (EDO) Other partners	$10,000 $40,000					■	■	■													
2.3 Establish a Chamber of Commerce	Municipality (EDO) Business leaders	n/a $2000		■	■																	
2.4 Improve waterfront infrastructure	Municipality Other partners	$50,000 $500,000									■	■	■	■		■	■	■				
3.0 Improve Visitor Experience																						
3.1 Map Killarney's cultural assets	Municipality (EDO and intern)	$10,000		■	■	■																
3.2 Leverage the airport	Municipality (EDO) Chamber	n/a $2000											■	■	■							
3.3 Enhance the community trail network	Municipality (EDO) Local business Other partners	$20,000 In-kind $80,000	■	■	■		■	■											■	■	■	
3.4 Establish wi-fi network	Municipality (EDO) Blue Sky Net Chamber of Comm	n/a tbd	■	■	■																	
3.5 Develop cohesive marketing campaign	Municipality (EDO) Other partners	$10,000 $90,000					■	■							■	■	■	■	■	■	■	■
3.6 Develop community events	Municipality (EDO) Chamber of Comm Other partners	$5,000 $45,000					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

8.2 Possible Strategic Plan Implementation Models for Killarney

Based on our research on how other small communities are carrying out their plans, we offer four possible models for implementing the Killarney strategic plan. All four options require the involvement of a voluntary committee (similar to the Strategic Planning Committee), but vary on who is actually coordinating the implementation efforts:

1. *Volunteer Working Committee*: a committee composed of municipal staff, Councilors, local business and government stakeholders, and community leaders coordinates the implementation of the plan on a volunteer basis.
2. *Youth intern reporting to Volunteer Working Committee*: a Youth Internship Coordinator supports the Committee.
3. *Municipal employee reporting to Volunteer Working Committee*: a municipal staff person coordinates and monitors the implementation, reporting its progress to the Committee.
4. *3-Year Strategic Plan Coordinator*: Funding from Trillium, FedNOR and/or NOHFC supports a qualified, full-time coordinator who reports to the Committee.

The Strategic Planning Committee must determine which option will be best for the community, given its needs, resources and priorities.

8.3 Best Practices for Implementing Strategic Plans

In this section we review some best practices associated with implementing strategic plans. There are some established tactics for maintaining the momentum of strategic plan projects and keeping them relevant. [93], [94]

1. Establish an advisory committee to monitor and guide the implementation of the plan. The committee members must make a firm commitment to collaborate and should establish a Terms of Reference to define the rules of engagement. If something happens that endangers trust, make sure action is taken to repair the trust and keep it growing.[95]
2. Encourage broad community ownership and accountability for the implementation of the plan, but identify one key owner to follow through on each goal.
3. Embed the strategic plan into the daily operations of participating organizations.
4. Develop written criteria to monitor and evaluate the performance of strategic planning.[96] The multi-sector overseeing committee should not only monitor the progress in accomplishing its goals and oversee the group's efforts, but should also continuously evaluate the work it has done. By doing so, the collaborative can identify mistakes and

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[93] http://mystrategicplan.com/resources/ten-things-to-keep-your-strategic-plan-from-hitting-the-shelf/

[94] http://www.nekls.org/it%E2%80%99s-alive-keeping-your-strategic-plan-vital/

[95] For more information on building multi-sector collaboratives please see the University of Kansas' Community Tool Box website: http://ctb.ku.edu/en/tablecontents/sub_section_main_1385.aspx

[96]Dusenbury, P. (2000). Strategic Planning and Performance Measurement. Washington, DC: Governing for Results and Accountability Project, The Urban Institute.

correct them to ensure that it reaches its goals. Evaluation will also help build the collaborative's credibility so that it can increase its potential to accomplish more in the future.[97]

5. The oversight committee may wish to hold monthly strategy meetings to discuss the status of the plan, troubleshoot problems and cross off what has been completed.

6. Lead by example. Community leaders must demonstrate commitment and consistency in aligning decisions with the strategic plan. When making budget decisions, all partners committed to implementing the strategy should refer to the plan.

7. Appoint a single, recognized plan leader or coordinator. This individual should track, monitor, and facilitate objectives and reports on progress. The leader should be respected by key partners involved in implementing the plan. Research also suggests that plans are more likely to be implemented when the governance or leadership structure is considered "stable" (as opposed to experiencing constant turnover).[98]

8. Communicate the plan using different methods. Traditional methods of communicating the plan include presenting the plan at meetings or community events, and placing copies of the plan at the various locations throughout the community, including the public library, community centre and sports venues. Other methods are more visual: a strategic plan poster with the strategic plan components (vision, mission, strategic directions) on one page placed throughout the community, especially at partner organizations workplaces. Partner organizations should also link to the plan's website. Keep communication language simple: use common language in all communications so everyone in the community can understand and appreciate the plan.

9. Keeping the strategic plan alive requires constant monitoring, evaluation and communication. Annual updates and the use of a scorecard could be used to visually communicate the action items and their status. Progress should be regularly updated on the plan's website.

10. Celebrate successes early and often. Don't wait until the end of the year to recognize achievement. Celebrate successes, big and small, along the way to keep everyone engaged and excited. For example, Kingston and Timmins plan to host annual celebratory events that will include awards and recognition of community efforts to make the plan succeed.[99]

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[97] Community Toolbox: Developing Multi-sector Collaborations: see website
http://ctb.ku.edu/en/tablecontents/sub_section_main_1385.aspx
[98] Wheeland, C. (2003). Implementing a Community-Wide Strategic Plan: Rock Hill's Empowering the Vision 10 Years Later. *American Review of Public Administrations*, 33: 1, 46-69.

[99] http://www.sustainablekingston.ca/community-plan/implementation-plan

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8.4 Factors Influencing Strategic Orientation in Communities

Researchers have identified several community attributes that are associated with successful strategic plan implementation. These include:

- Leadership that encourages and rewards employees and volunteers who embrace change and think innovatively.[100] Partners and stakeholders who are willing to take some calculated risks in implementing new projects are more likely to think strategically and plan their efforts accordingly.

- A business orientation, e.g. the organization focuses on core services and contracts out many public services. The more often communities are involved in public-private partnerships –such as contracting out– the more likely they are to adopt good business practices in their own management areas, and the more strategic their outlooks will be.

- Municipal leaders who participate in professional networks, e.g. are trade association members, attend conferences and informal professional events, etc.[101] Communities whose leaders and employees are involved in both internal and external networks are likely to be more strategic. Shared professional values and accepted norms of practice learned through professional networks have significant influence on how innovation is promoted in the organization.[102]

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[100]Kwon, Myungjung, Frances S. Berry and HeeSoun Jang. (2010) "A Theoretical Framework on the Determinants of Strategic Cities: Empirical Results from Florida City Governments," Unpublished manuscript accessed August 10, 2011 at http://www.7tad.org/documents/WG1/Berry-Kwon-Jang.pdf.

[101]Walker, Richard, Claudia Avellanenda and F.S. Berry (2010). The Diffusion of Innovations: A Longitudinal Empirical Test of the Berry and Berry Model. Public Management Review, forthcoming; Kwon, Myungjung, Frances S. Berry, and Richard C. Feiock (2009). Understanding the Adoption and Timing of Economic Development Strategies in U. S. Cities Using Innovation and Institutional Analysis. Journal of Public Administration Research and Theory 19(4): 967-988.

[102] DiMaggio, P. J., and Walter W. Powell (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. *American Sociological Review* 48(2): 147-160.

Appendix A: Funding Programs

1. The Ontario Trillium Foundation

The decision to fund all or part of a request for funds depends on how well an application fits with the Foundation's sector priorities. The Grant Review Team also looks at desired outcomes, the local areas of granting focus, assessment criteria 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 for more information.

2. 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.

3. The 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. 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 for more information.

5. 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.

6. 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

7. 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

8. MCTS 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. 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.

10. 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.

11. Ministry of Training, Colleges and Universities' Ontario Targeted Wage Subsidy

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

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

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

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

12. Youth Employment Fund (YEF)

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

To be eligible for hiring incentive funding, you must:

- Be licensed to operate in Ontario.

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

The job placements will be assessed for the quality of the placement opportunity, the organization's previous track record, potential for employee retention after the placement ends, and level of employer financial contribution.

Employers can receive up to $6,800 to offset training and wage costs linked with a job placement. Incentives are also meant to support on-the-job training and to offset the risk of hiring youth employees with less experience. Incentives are flexible and there is no set formula for whether funding is used for training and/or for wages.

Visit http://www.tcu.gov.on.ca/eng/employmentontario/youthfund/ for more information.

13. Blue Sky Net's 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 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 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.

14. 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.mcss.gov.on.ca/en/mcss/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.

15. 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.

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

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

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

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

17. 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

18. TD Friends of the Environment Foundation

The Foundation supports a wide range of environmental initiatives, with a primary funding focus on:
- Environmental education.
- Urban greening and enhancing biodiversity.
- Energy conservation.

Donations are disbursed through 38 local chapters, which are managed by eight Regional Advisory Boards. Board membership is split equally between TD employees and local community members who have environmental expertise.

Application Deadlines for 2014-21-5 are:
- February 15, 2014.
- July 15, 2014.
- October 15, 2014.
- 15 February, 2015.

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

19. 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

20. Rural Economic Development Program (RED)'s Implementation Stream: Regional Marketing

The RED Program has up to $4.5 million funding per year for three years to help rural communities remove barriers to community development and promote economic growth to support sustainable rural economies and regions, while developing the capacity, tools and flexibility they need to become stronger, more prosperous communities. This will be accomplished through these strategic outcomes:
- Rural communities and regions have enhanced capacity to succeed.
- Rural communities are healthy and vibrant.
- Regions are economically competitive.

Examples of eligible projects under this category include:
- Sector and/or economic analysis.
- Collaborative research studies and/or evaluations.
- Feasibility studies (e.g., new business and/or investment models - value chain incubators; regional economic models).
- Market research.
- Marketing strategies.

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

21. 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.

Appendix B: The Role of Vision and Mission Statements in Strategic Planning

There is no standardized formula for developing a vision and mission statement. Most experts agree however that a vision should provide long-term direction and drive the community's strategy, and a mission should guide shorter-term operational planning.

A Primer on Vision and Mission Statements

There are hundreds of definitions of vision and mission statements. There are nearly as many ideas on what they should and should not include, how long or short they should be, and what they can and can't achieve. Many of these ideas are contradictory, and in any given visioning process, it is very likely that people will bring conflicting ideas to the table. For example, some people believe that the mission statement should be brief and memorable, while others feel that it should describe the community's purpose and activities in considerable detail. A compromise between these two opposing views is a detailed mission statement that can be distilled down to a catchy motto. This can be important, because a short, catchy mission can become a catalyst for action and a constant reminder that shapes decision-making.

What's the difference between a Vision and a Mission?

Although often used interchangeably, the terms "vision" and "mission statement" are distinctly different. Each has its own purpose, criteria, and components. In general, a mission statement drives short-term goals and the vision guides long-term goals. It's like the difference between leadership (long term vision) and management (day-to-day goals).

The mission statement identifies a community's stakeholders and key activities, and may include a qualifier of what level of performance the organization is dedicated to delivering. The mission consists of those things that the community leaders concentrate on daily. A vision statement, on the other hand, is a long-range prospect or state of being that members work towards every day, but which is unlikely to be accomplished in the near future. The vision is the perfect state that might never be reached, but that members never stop trying to achieve.

The vision is paradise; the mission is what you're doing to get there. Your mission is what you do best every day, and your vision is what the future looks like because you do that mission so exceedingly well.

Crafting a Vision Statement

Your vision statement is your inspiration, and should be the framework for all your strategic planning. Unlike the mission statement, a vision statement is for you and the other members of your Community Plan Implementation Team, and not so much for stakeholders at large. For a

vision to be successful, it must implicitly empower the people working on the plan. Empowerment combines the motivation to act, the authority to do the job, and the resources to get the job done.

Crafting the Mission Statement

The essence of the mission statement describes the overall purpose of the community plan, its *raison d'être*. If the organization already has a long-term vision, the mission should support the vision by helping to justify its purpose. The mission statement should consider the community's stakeholders, services, values and if possible, its priorities in terms of which activities are most sustainable or critical to its vision. It can be a useful exercise to revisit the mission –not to recreate it, but perhaps to fine-tune it– to reflect priorities developed during regular strategic planning sessions. In any event, a mission is generally expected to reflect short-term strategy, of say three to five years. The wording should allow organizational members to infer some sense of prioritization as to how its services are developed and delivered.

The most effective mission statements reflect three critical elements of the community strategic plan: its purpose, its operations and its values. Within these elements, they should also answer three questions: What do we do? How do we do it? And for whom do we do it? The mission statement should capture the essence of the business strategy, and ideally should be developed from the stakeholder's perspective.

1. **The purpose statement** expresses what your organization seeks to accomplish, what it does, and why it exists. It usually includes an infinitive action verb related to a goal; an example is "to increase adult literacy". Ideally, the mission should focus on outcomes and results, not on methods: What is going to change? How will the environment be different? For example, the purpose of a mental health counseling agency would never be simply "to provide counseling services," because that describes a method rather than a result. Instead, the purpose might be "to improve the quality of life" for its clients.

2. **The operational statement** outlines the activities your community carries out to accomplish its purpose. For example, there are several ways to address homelessness, such as: to build low-income housing, or to provide job training to homeless individuals.

3. **Values** are the beliefs that a community's members hold in common, and that guide them in performing their work. Examples of values include: a commitment to excellent services, innovative approaches to learning, and so on. By developing a written statement of the values of the community, group members have a chance to contribute to the articulation of these values, as well as to evaluate how well their personal values and motivation match those of the community.

Appendix C: Strengths and Challenges by Sector Group

Summary: Killarney Consultation Feb 10-12 and Mar 7, 2014		Seniors	Tourism	Public Session	Retail	Coco	Educat'n	Tourism	Tourism
Vision									
1	Need for jobs, better paying/Full Time jobs	x	x	x	x				
2	Grow the population by attracting young people	x	x	x	x				
3	Preserve the environment	x	x		x		x	x	
4	Unified, collaborative community		x	x	x		x	x	
Key Challenges									
5	Housing for young workers, for seniors	x	x	x	x	x			
6	Poor website for municipality and businesses	x	x	x	x	x		x	
7	Seasonal jobs	x	x	x	x	x	x	x	
8	Poor appearance of town	x	x					x	
9	Limited/out dated marketing	x	x	x				x	
10	Limited food in winter /after 6pm	x							
11	Incomplete Boardwalk	x		x					
12	Not drawing park visitors out of the park	x	x	x				x	
13	Need activities to attract people out of the park	x	x	x	x			x	
14	Staff skills vary e.g. Customer service & general managers	x		x	x			x	
15	No shoulder season/winter activities		x	x	x				x
16	Lack of partnership with the Parks		x		x				
17	Lack of partnerships: local businesses, residents, wards		x		x			x	
18	Tourist demographics are changing		x		x			x	x
19	Water costs too high		x					x	
20	Poor infrastructure (road conditions)	x		x		x			
21	No public washrooms at waterfront		x						
22	Lack of interest in full time work	x	x	x	x				
23	Underutilized municipal and tourism assets	x	x	x	x	x	x		
24	Limited skilled trades in town				x	x			
25	Few wifi spots in town		x						x
26	Youth and aging seniors leave	x	x						
27	School only from k-6		x				x		
28	Aging accommodations, limited food options/styles		x	x	x	x		x	x
29	Expensive cost of businesses	x	x	x	x	x		x	x
30	Perceived lack of available land	x	x	x	x				
31	Declining fish, low water levels		x	x				x	x

	Summary: Killarney Consultation Feb 10-12 and Mar 7, 2014	Seniors	Tourism	Public Session	Retail	Coco	Educat'n	Tourism	Tourism
32	Poor customer service and attitude (tired entrepreneurs)			x	x			x	
33	Perception of being over-regulated							x	x
34	Access to capital							x	
35	Limited support							x	
36	(Low) Canadian dollar rate							x	
37	Provincial park permits have plateaued							x	
38	Small size of river (boating access at times problematic)							x	
39	Poor cellular reception (safety)							x	
40	Less than 5% of visitors live in the greater Sudbury area							x	
41	Decline in tourism								x
42	Water quality								x
43	Shorter vacation stays								x
44	Aging population								x
45	Closing restaurants and gas stations								x
46	Lack of visibility								x
47	Remote (+ long distance from highway)								x
48	Lacking medical facilities								x
	Strengths								
49	Natural beauty	x	x		x		x	x	x
50	Rich cultural history, geology, archaeology assets	x	x		x			x	x
51	Great tourism assets and facilities	x	x	x	x	x		x	x
52	Parks attendance is growing (150,000 visitors in 2010)	x	x	x	x				
53	Park willing to partner, share volunteers on strategic projects		x	x	x	x	x	x	
54	Allstone granite quarry, Coco quarry			x					
55	Annual OPP training in area			x					
56	Seasonal residents have varied resources			x	x				x
57	Regional tourism bodies can help market area		x	x				x	
58	Snowmobile trails		x	x					
59	Friendly people/business owners	x	x	x	x	x	x		x
60	Hard working people/business owners							x	
61	Different types of experiences available							x	
62	Road expansion							x	
63	Loyal clientele (generational repeat)							x	x
64	Good reputation with yatching community								x
65	Commercial lots available for development								x

	Summary: Killarney Consultation Feb 10-12 and Mar 7, 2014	Seniors	Tourism	Public Session	Retail	Coco	Educat'n	Tourism	Tourism
66	Remote							x	x
	Project ideas								
67	Marketing the community properly	x	x	x	x	x	x	x	x
68	Uniform signage across municipality	x	x		x				
69	Events Calendar		x		x				
70	Cooperative marketing by outfitters	x	x	x	x			x	x
71	Rebrand Killarney (e.g. eco-tourism capital of Ontario)		x		x		x	x	
72	Attract investments in property, business		x		x	x		x	x
73	Increased communication & transparency		x						
74	Bike Trail from park to town	x	x	x	x	x			
75	Waterfront/boardwalk development	x	x		x	x			x
76	Beautification of town (flowers, signage, etc)	x	x	x	x	x		x	
77	Cultural heritage tourism experiences	x	x		x	x	x	x	x
78	Develop/Improve trails (lighthouse, George Island Trail)	x	x	x	x	x		x	
79	Winter tourism experiences: X-country skis, maple festival	x	x	x	x	x	x		x
80	Indoor space to highlight history, geology/mining, culture	x	x		x	x			
81	Festivals & Events, 2014 anniversary, etc.	x	x	x	x	x	x		x
82	Customer Service training for staff among businesses	x	x		x			x	
83	Economic development officer (energetic, well-trained)	x	x	x	x	x		x	
84	Develop a Chamber of Commerce	x	x	x	x	x		x	
85	Host training workshops featuring guest speakers	x	x		x	x		x	
86	Connect visitor requests/demographic with business owners			x		x			
87	Space for Farmers market /craft booths	x			x				
88	Explore Forest by-product opportunities	x							
89	Rotating dinner service among businesses		x		x				
90	Inventory land & businesses for sale/lease	x	x	x	x	x			
91	Learn to camp, cultural heritage experiences		x	x		x	x	x	
92	Fish Hatchery		x	x				x	
93	Seniors services e.g. transportation to Sudbury	x				x			
94	Retirement living/seniors supportive housing options	x	x	x		x	x		
95	Ferry to Wikwemikong	x		x					
96	Separate Commercial dock					x			
97	Good planning to separate mining and cottages					x			
98	Infrastructure upgrades (building facades & interiors, docks)	x		x		x	x	x	

	Summary: Killarney Consultation Feb 10-12 and Mar 7, 2014	Seniors	Tourism	Public Session	Retail	Coco	Educat'n	Tourism	Tourism
99	Government jobs (e.g. MNR, CCAC, DFO)		x			x			
100	Government funding program							x	
101	Reduce Government costs, (predictable and stable tax rates)							x	x
102	Help businesses respond to new tourism trends							x	x
103	Lodge owners gather 1-2 times per year							x	
104	Establish an NGO operators association to access funds							x	
105	Rebrand visitor centre to encourage visitors to spend $							x	
106	Move cellular tower to provide better service							x	
107	Small hotel chain							x	x
108	Opportunity for light manufacturer							x	x
109	Wifi in the lodges								x
110	High-quality health retreat/spa ex. Christie's Mill								x
111	Water and fire protection services								x
112	Develop winter tourism								x
	Concerns/Related Feedback								
113	Timing of study/lack of input from seasonal residents	x	x	x	x				
114	Desire for more input from residents at draft stage of report	x	x	x	x				
115	Appreciate opportunity for input	x	x	x	x	x	x	x	x
116	Would like to be updated on project								x

Appendix D: Summary of Background Reports

Killarney Economic Development Plan (2002)

Permanent residents desire a thriving community that provides year-round employment opportunities – their priorities are job creation and economic development to retain its youth and family populations. Residents want change, while non-residents prefer the status quo to maintain their cherished recreational values.

Recommendations:
- Access funding to employ an Economic Development Officer or project manager.
- Re-establishing the Wikwemikong-Killarney ferry as a priority project to create a "circle-tour" link between the communities.
- Support Allstone Quarry expansion due to mineral extraction, training, and tourism benefits for Killarney as well as the Municipality of French River.
- Establish a joint Parks/Community advisory committee (PAC) to discuss Parks planning issues at the policy/operational stage and make binding recommendations for implementation.
- Research feasibility of Chamber of Commerce.
- Develop a small industrial area within Killarney village that positions the community for light manufacturing/industrial opportunities.
- Support private sector tourism development via pro-business policies, marketing, liaison, etc. ie. Golf club development and/or driving range, recreational vehicle campground and full service RV facility.
- Develop network of mountain bike and ATV trails within the community, including potential bike trails in Killarney Provincial Park.
- Develop outdoor recreational sports rental facilities. As the tourism sector develops (ie. trails) current ventures could expand into bike rentals, wind surfers, small sailboats, personal water craft, etc.
- Explore wind power opportunities and position Killarney in growing 'green power' field. Recommended that contact be made with Greater Sudbury representatives to explore areas of common interest, identify opportunities for further involvement, and assess Killarney's potential in this field.
- Marketing Killarney is a priority – implement a marketing program:
  - Updated websites for local businesses and municipality.
  - Access GLHC and FedNor funding for showpiece signs at both approaches to Highway 637.
  - Collaborative marketing with the French River Voyageur centre.
- Revisit waterfront development plan.
- Feasibility analysis for a four-season, quality resort or eco-lodge.
- Investigate potential for senior's home development.
- Recognize Lighthouse as an important attraction and improve infrastructure and accessibility.

SWOT Analysis Summary

Completed December 2, 2013 by Peter Turkstra – entrepreneur who owns a number of businesses in the area and former member of the Economic Development Committee. He cites the main goals of the Economic Development Committee are to increase revenue for the Municipality via job creation, promote internal and external investment, and protect the natural environment and resources of the area. Suggested different needs based on particular areas of Killarney – i.e. Village of Killarney, Tyson Lakes Area, Hartley Bay, Key River, outlying remote islands i.e. Bustard Islands, and the Killarney and French River Provincial Parks.

His SWOT analysis for Killarney:

Strengths:	**Weaknesses:**
• Close to other national parks • Natural landscape a big draw for outdoor activities/adventure tourists • Better access to the area as the major highways improve • Region is already known as a tourist spot for outdoor vacations	• Limited variety of local businesses • Lack of up to date marketing and web presence for local businesses and the municipality • Lack of investment in new development • Current dispute between Municipality and Isolated Ratepayers • Crown Land is 'frozen' so limits new development
Opportunities:	**Threats:**
• Draw on existing market value of region as outdoor activities hub to increase tourism and business development • Funding may be available to improve infrastructure/beautification or expansion of existing businesses	• US tourism declining • Many Canadian plants are closing • Water levels in the Georgian Bay continue to drop • Ageing population in Ontario • Land availability for development is declining

Local Labour Market Plan 2013

The Sudbury Manitoulin District experiences a number of industry fluctuations due to the volatility of the natural resources industry being driven by commodity prices, global events, and the ripple affect this has on other industries in the region. While some companies in the mining supply services sector have been impacted with the result being mass layoffs of skilled trades workers, others are continuing to have full operations. The mining sector in this region tends to overshadow growth and decline in other industries, particularly that of SMEs (Small and Medium Enterprises). Most industries in Greater Sudbury and District are SMEs and are the backbone of the economy. Industries include: retail; construction; accommodation and food; professional, scientific and technical services; healthcare and social assistance; etc., which employ significant numbers of people in the area.

The Manitoulin area specifically is affected by different factors such as tourism and lack of access to a suitable labour pool. The main economic drivers of the Manitoulin District continues to be a mix of various SMEs including retail trade; accommodation and food; healthcare and social assistance; construction; and agriculture. The majority of these businesses are small employers who employ fewer than four employees, but each of these industries has experienced some growth.

The region as a whole faces many challenges in the area of future workforce development, as there continues to be a high level of youth unemployment; few employers who take on apprentices; older workers ready for retirement; market conditions and restructuring that result in layoffs; and persons with disabilities who are able to work but not given the opportunity to do so.

Appendix E: Recreational Fishing Statistics

For Lake Huron, Georgian Bay and French River

Table 74 Lake Huron (including Georgian Bay), Ontario, 2005[20]

	Caught	Kept
Brook Trout**	1098	0
Brown Trout**	4510	1967
Catfish	29366	11348
Chinook Salmon	178409	98002
Coho Salmon**	18094	13969
Crappie	26163	10633
Lake Sturgeon**	0	0
Lake Trout	89047	43255
Largemouth Bass	114103	15301
Muskellunge*	4018	269
Northern Pike	185781	32335
Other*	20247	9137
Rainbow Trout	147606	89703
Rock Bass*	232997	0
Smallmouth Bass	383700	103191
Smelt**	15305	8538
Splake†**	6240	5591
Sunfish	209703	4449
Walleye	86737	44198
Whitefish	16459	4562
Yellow Perch	267198	71434
Total	2036781	567882

† indicates species records which are unlikely for the lake in question; probably a result of misidentification by the angler

Table 96 French River, Ontario, 2005

	Caught	Kept
Brook Trout**	0	0
Brown Trout**	0	0
Catfish	2313	0
Chinook Salmon	0	0
Coho Salmon**	0	0
Crappie	2893	0
Lake Sturgeon**	0	0
Lake Trout	0	0
Largemouth Bass	16287	1693
Muskellunge*	1352	0
Northern Pike	83941	10668
Other*	0	0
Rainbow Trout	0	0
Rock Bass*	54170	99
Smallmouth Bass	139512	31349
Smelt**	0	0
Splake**	0	0
Sunfish	40640	1318
Walleye	87873	23301
Whitefish	77	0
Yellow Perch	74324	8418
Total	503382	76846

http://www.mnr.gov.on.ca/en/Business/LetsFish/2ColumnSubPage/277520.html

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