

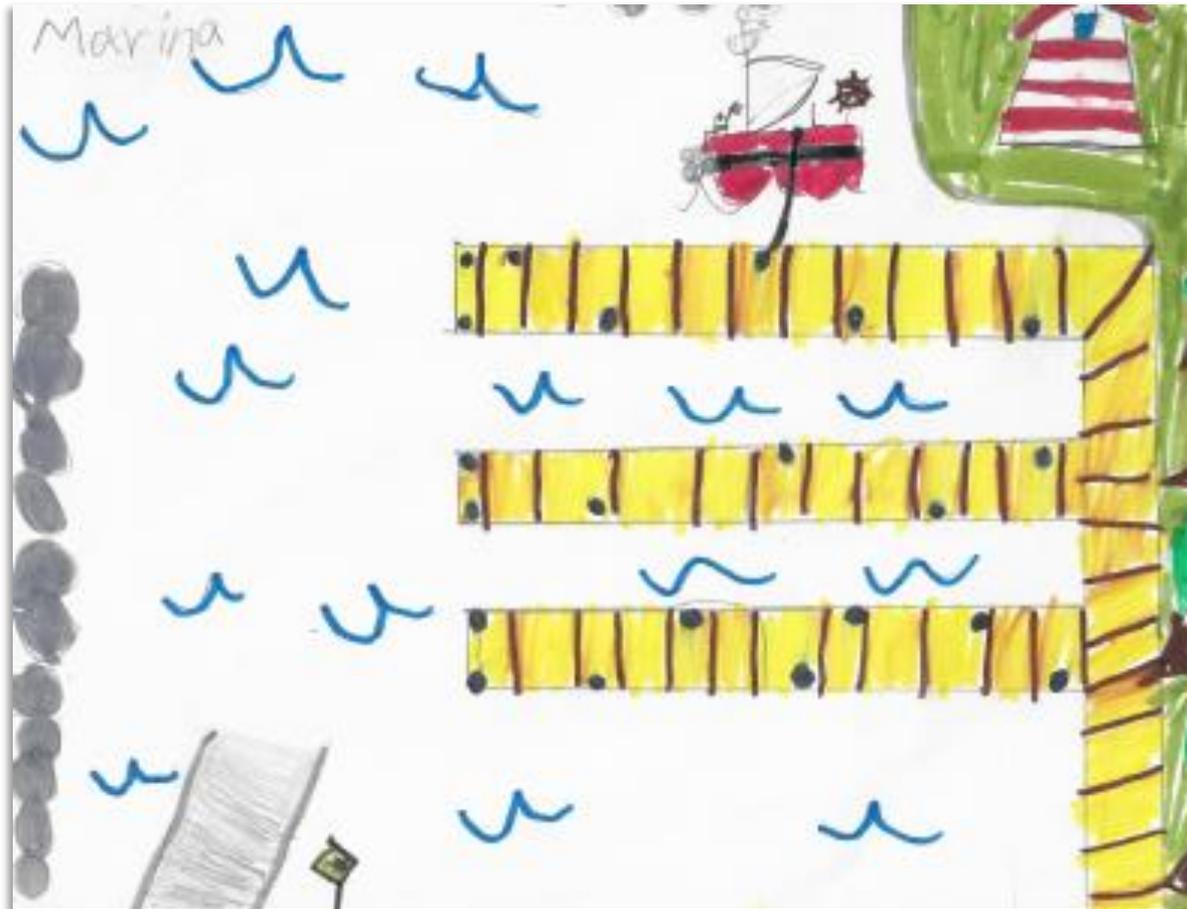


# Town of Spanish Strategic Plan:

Our Town, Our Future

May 2018





Picture Submitted by Anna-Lee Melis



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## Acknowledgements

The Spanish Strategic Plan would not have been successfully completed without the guidance and feedback of many community members, including Town Staff, the Mayor, Councilors, the Strategic Planning Committee, local business owners and service providers.



## 1.0 Introduction

This Strategic Plan helps the Town of Spanish and residents meet our future goals and objectives. Our Strategic Plan allows us to effectively manage change and define the direction and allocation of resources we need to accomplish desired outcomes. Moreover, the Plan assists the Town of Spanish to stay focused on our priorities.

In November 2017, the Town of Spanish initiated a process to develop a Strategic Plan through an open and transparent public process to guide future opportunities for the community. A Strategic Plan is necessary to help the Town remain vital and to capitalize on community assets to improve economic development and community well-being. Actions directed by the Plan stimulate growth and diversify the local economy. These actions will improve community assets to maintain the current population and attract new residents with the overall outcome of economic and social sustainability.

The vision, goals, and objectives of the Strategic Plan reflect the interests of the community identified through the Strategic Planning Committee (focus group held February 8, 2018), interviews with community and business stakeholders, and a public open house (held March 8, 2018). The Strategic Plan is a living document that can adapt to any changes.

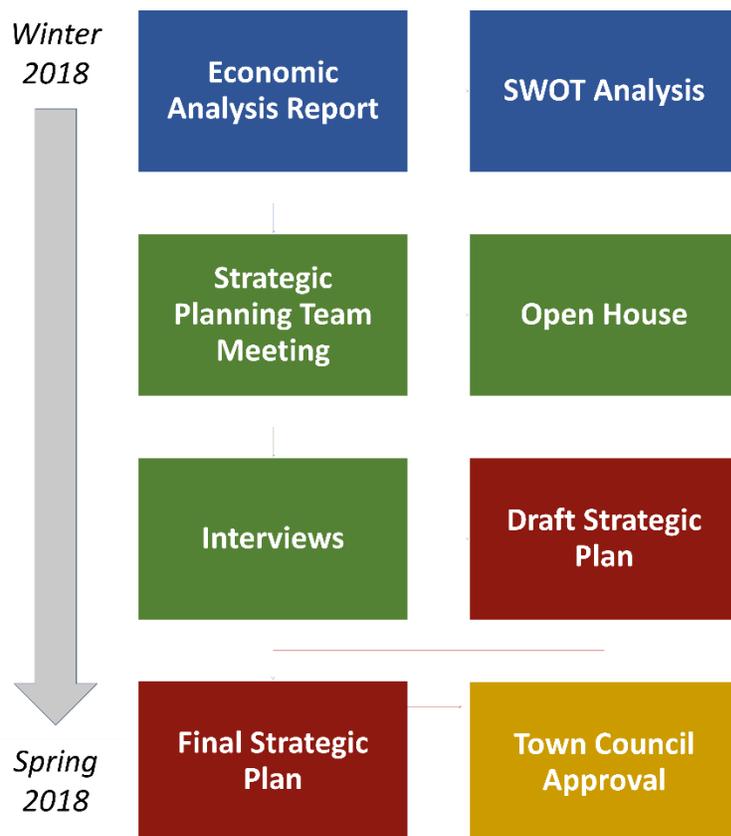
As part of the development of the Strategic Plan, an Economic Analysis Report (see **Appendix A**), and an Actions and Implementation Plan (see **Appendix B**) were produced. To prepare these deliverables, in depth research was conducted and these specifically tailored documents were the

result. **Appendix C** features art submitted by children at the March 2018 public open house.



**Figure 1** below shows the process, deliverables and consultation events that produced the Spanish Strategic Plan.

**Figure 1: Spanish Strategic Plan Process**



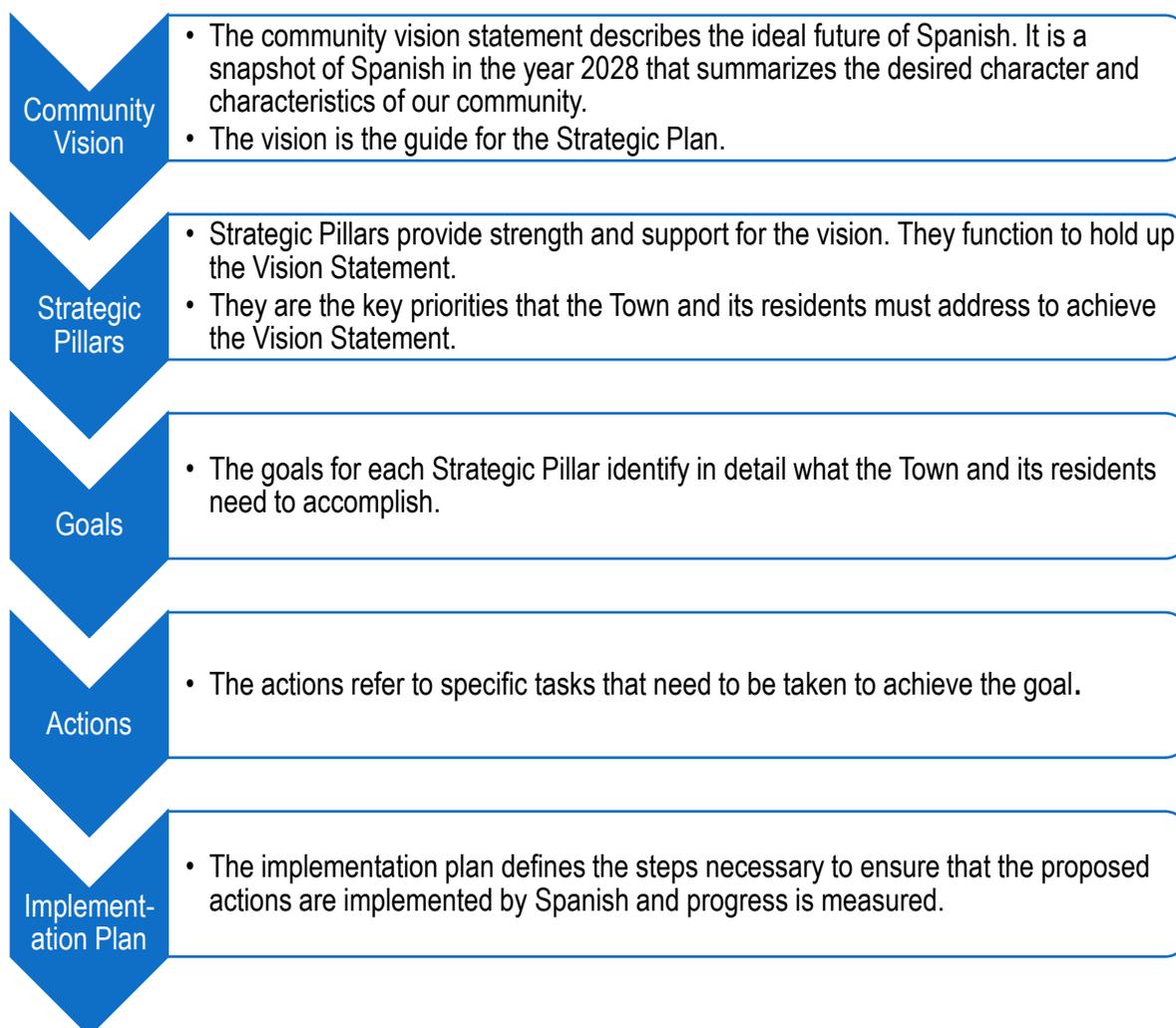
## 2.0 Community Vision, Strategic Pillars and Goals

Spanish's Strategic Plan framework is comprised of a community vision, strategic pillars (five for this Plan), goals, actions and an implementation strategy. See **Figure 2** below for definitions.

Here is our community vision:

*“Spanish: Looking to the Future, Treasuring Our Past. A safe, affordable, progressive community based on family values with a diverse population. The natural environment is our forefront. We provide healthy living with an abundance of opportunities, jobs, tourism and recreation. A dream lifestyle developed around our waterfronts with potential to grow.”*

**Figure 2: Strategic Planning Framework**



## 2.1 Guide to the Strategic Pillars and Actions

Here are the goals and actions for Spanish over the 10-year planning horizon (2018 to 2028). The detailed descriptions of each goal and action can be found in **Appendix B – Actions and Implementation Plan**.

## Strategic Pillar 1: Downtown Core

**Goal 1:** Define and Implement Streetscaping and Community Beautification

- **Actions:**
  - Commission a streetscape/revitalization plan
  - Create a public space maintenance program

**Goal 2:** Creation of Points of Interest and Landmarks

- **Actions:**
  - Residents will identify community landmarks
  - Prepare a wayfinding signage strategy

**Goal 3:** Develop a Business Assistance Program

- **Actions:**
  - Create and implement a Spanish business and volunteer assistance program

## Strategic Pillar 2: Health and Community Well-Being

**Goal 1:** Access to Increased/enhanced Services

- **Action:**
  - Expand the Medical Clinic Committee's Terms of Reference



## Strategic Pillar 3: Growth and Retention

|  |  |
|--|--|
| <b>Goal 1:</b> Economic Development and Investment Readiness | <ul style="list-style-type: none"> <li>• <b>Actions:</b></li> <li>• Commission a marketing and branding plan</li> <li>• Update the Town website</li> </ul>   |
| <b>Goal 2:</b> Address Infrastructure, housing and energy    | <ul style="list-style-type: none"> <li>• <b>Actions:</b></li> <li>• Create a municipal asset management plan</li> <li>• Develop an energy efficiency program/plan</li> <li>• Make provisions for affordable housing</li> </ul> |
| <b>Goal 3:</b> Enhance Population Diversity                  | <ul style="list-style-type: none"> <li>• <b>Actions:</b></li> <li>• Create a Mayor's youth working group</li> <li>• Hold technology career fairs for students</li> </ul>   |
| <b>Goal 4:</b> Develop Regional Partnerships                 | <ul style="list-style-type: none"> <li>• <b>Action:</b></li> <li>• Expand the Economic Development Committee to include supportive stakeholders</li> </ul>   |

## Strategic Pillar 4: Tourism and Recreation

|  |  |
|--|--|
| <b>Goal 1:</b> Develop Destination Tourism in Spanish    | <ul style="list-style-type: none"> <li>• <b>Action:</b></li> <li>• Create a destination marketing program</li> </ul>         |
| <b>Goal 2:</b> Hold Community Events                     | <ul style="list-style-type: none"> <li>• <b>Action:</b></li> <li>• Plan and hold community events and festivals</li> </ul>   |
| <b>Goal 3:</b> Enhance Community Recreational Facilities | <ul style="list-style-type: none"> <li>• <b>Action:</b></li> <li>• Expand recreational activities and programming</li> </ul> |

## Strategic Pillar 5: Waterfronts

|  |   |
|--|---|
| <b>Goal 1:</b> Cottage Lot Development Planning and Implementation | <ul style="list-style-type: none"> <li>• <b>Action:</b></li> <li>• Plan for cottage lot development on waterfronts</li> </ul> |
| <b>Goal 2:</b> Marina Expansion Planning and Implementation        | <ul style="list-style-type: none"> <li>• <b>Action:</b></li> <li>• Commission a waterfront development plan</li> </ul>        |

### 3.0 Plan Implementation

To achieve these goals and actions, the Town of Spanish will need to increase its operational resources through the following staff/ volunteer positions/roles:

- **Economic Development Officer**
- **Community leaders/ champions and committees answerable to Council**
- **Grant writer**

Smaller communities need staff and volunteer resources to implement Strategic Plans. The community should play a significant role through community leaders and champions. Here are the volunteer positions we recommend to be created and filled:



The Strategic Plan should be implemented in coordination with other municipal plans and goals, and in partnership with local organizations, businesses and citizens. The following steps will need to be taken to implement the Strategic Plan:

***Identify priorities and produce detailed work plans*** - Town staff will review the short-term actions and identify the tasks necessary over the next five years to complete the actions. Staff will prepare a detailed work plan to respond to each of the identified actions, including proposed timing.

***Incorporate Strategic Plan into Town operations*** - Spanish will need to maintain a sustainable financial position when planning and implementing the measures identified in the Strategic Plan. The Strategic Plan should also be directly linked to other relevant municipal planning documents (e.g. the Official Plan).

***Building Council and community support*** - Support from the Council and community is of utmost importance to the implementation of the Strategic Plan. The Strategic Plan can then be incorporated into operations and policies. The Town is encouraged to share updates on implementation progress with community members at least once a year.

***Make the Strategic Plan a living document*** - The Strategic Plan should be referenced and updated to reflect changing municipal policies and procedures on a regular basis. The Plan should be revisited every few years to determine if the goals and actions are still relevant or if new priorities have arisen.

***Challenges*** - Success for Plan implementation lies in the ability of the Town to be able to conduct the required actions. There should be at least one project with the likelihood of completion each year to enable the community to see successes. There

should not be too many projects underway at once that would make too many demands on staff time and resources.



**Appendix A – Economic Analysis Report**

# Town of Spanish Economic Analysis

February 9, 2018

H A R D Y  
STEVENSON  
AND ASSOCIATES

Hardy Stevenson and Associates Limited  
364 Davenport Rd. | Toronto, ON M5R 1K6

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## 1.0 Introduction

This report offers an analysis of statistics and sustainable economic and revenue generating opportunities for the Town of Spanish ('Spanish' or 'the Town'). In addition, this report provides the following information that will become part of the Integrated Strategic Plan document:

- Spanish's community profile.
- Spanish's current competitive advantages and disadvantages – business activity, labour force, demographics, etc., as well as its potential emerging economic sectors and capacity for innovation.
- The economic circumstances and competitive environment faced by Spanish and its businesses. Key sectors have been identified in which Spanish has inherent strengths and are the principal drivers of the local economy. Key factors related to human resources include size and growth potential of the local and broader regional labour pool, skills and educational levels.
- The economic base in terms of the sector concentrations and key businesses within Spanish identified through a Location Quotient analysis. It is important to have an understanding of the sectors where Spanish has shown growth and has concentration levels above the average for Northeastern Ontario because this demonstrates a competitive advantage for such sectors in the community.

A SWOT analysis has also been completed that identifies situational strengths and weaknesses, as well as opportunities and threats for Spanish. Moreover, this report offers a benchmark of Spanish against the economic activities of other similar sized and situated communities.

## 2.0 Location

Spanish is located in Algoma District (population of 114,094)<sup>1</sup> along Trans-Canada Highway 17 at the mouth of the Spanish River on the North Channel of Lake Huron. Spanish is located approximately 179 km east of Sault Ste. Marie and 120 km west of Sudbury. The Town covers 108.39 km<sup>2</sup> of land<sup>2</sup>.

**Figure 1: Map of Spanish**



<sup>1</sup> Statistics Canada, 2016. Census Community Profile for Algoma District. (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca). Accessed January 2018.

<sup>2</sup> Statistics Canada, 2016. Census Community Profile for Algoma District. (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca). Accessed January 2018.

## 3.0 Transportation Access

Access to Spanish is possible via a variety of methods, specifically by road, rail, air and water.

### 3.1 Road

The Town is located in close driving proximity to the urban markets of Sault Ste. Marie and Sudbury. Moreover, Spanish's location on the TransCanada Highway (Highway 17) provides connectivity to many major U.S. and Canadian highways, including Highways 69 in Sudbury and Interstate 75 in Sault Ste. Marie. Spanish's closest border crossing is at Sault Ste. Marie. The Town can also be accessed by regularly scheduled services from Greyhound, Northland and A.J. Bus Lines.

### 3.2 Rail

The Huron Central Railway operates a 305 km commercial rail line between the cities of Sault Ste. Marie and Sudbury; however, there is no passenger service available. The railway operates six days per week westbound from Sudbury in the evening and eastbound from Sault Ste. Marie in the afternoon<sup>3</sup>.

### 3.3 Air

The Sault Ste. Marie Airport is located approximately 189 km west of Spanish. The Airport has two 6,000-foot runways, one of which is equipped with an instrument landing system and taxiways. Air Canada Jazz, Bearskin Airlines and Porter Airlines operate daily services to and from the Sault Ste. Marie Airport. Major destinations worldwide are reachable with one stop. In addition, the Sault Ste. Marie Airport provides air cargo and air freight services. Weekly winter vacation flights are also available through Sunwing Vacations and Transat Tours Canada. The seasonal airlines operate on a weekly basis. The Airport welcomes all charter operators and is willing to assist with arrangements for such flights<sup>4</sup>.

The Greater Sudbury Airport is closer and is located approximately 147 km east of Spanish. Air Canada, Bearskin Airlines, Porter Airlines, and Sunwing operate daily services to and from this Airport<sup>5</sup>. Daily flights to Toronto by Air Canada and Porter provide North American and overseas connections<sup>6</sup>.

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<sup>3</sup> urbanMetrics, 2006. Town of Blind River/Mississauga First Nation Investment Attraction Program.

<sup>4</sup> Sault Ste. Marie Airport. Flights. Accessed Online, January 2018. [<http://www.saultairport.com/flights.php>].

<sup>5</sup> Greater Sudbury Airport. Accessed Online, January 2018.

[[http://www.flysudbury.ca/flysudbury/index.php?option=com\\_content&view=article&id=62&Itemid=174&lang=en](http://www.flysudbury.ca/flysudbury/index.php?option=com_content&view=article&id=62&Itemid=174&lang=en)].

<sup>6</sup> City of Elliot Lake. Elliot Lake Municipal Airport. <sup>6</sup>[ <http://cityofelliottlake.com/en/cityservices/airports.asp#el>] Accessed Online, January 2018.

The City of Elliot Lake has an airport with a 4,500 feet by 100 feet paved runway. The Elliot Lake Airport has year-round use and is certified by Transport Canada. The Airport is serviced by Air Bravo<sup>7</sup>.

### 3.4 Water

Spanish is accessible by water and in the summer, people access the local marinas by boat.

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<sup>7</sup> City of Elliot Lake. Elliot Lake Municipal Airport. <sup>7</sup>[ <http://cityofelliottlake.com/en/cityservices/airports.asp#el>] Accessed Online, January 2018.

## 4.0 Community Demographic and Economic Profile

The following provides Statistics Canada data pertinent to the economic and demographic profile for Spanish. Please note that data from the 2011 Census is unavailable at the time of developing this report<sup>8</sup>.

### 4.1 Population Size

The 2016 population of Spanish was 712, which is an increase of 2.3 percent since 2011 (population of 696). However, the population has declined by 20.8 percent between 1996 and 2016 years (see Table 1). The population rate of decline in Spanish slowed from 2011 onwards. The mine closures in Elliot Lake in 1990 had an impact on the population in Spanish.

**Table 1 - Population Change in the Town of Spanish<sup>9</sup>**

| Year | Spanish Population |
|------|--------------------|
| 1996 | 899                |
| 2001 | 816<br>(-9.2%)     |
| 2006 | 728<br>(-10.8%)    |
| 2011 | 696<br>(-4.4%)     |
| 2016 | 712<br>(2.3%)      |

### 4.2 Age of Population

The median age of the population of Spanish in 2016 was 52.4, which is up from 49.2 in 2011. This is older than the Ontario median age of 41.3<sup>10</sup>. Since 1996, the population in Spanish has been aging. The number of seniors in the Town above 65 years old has almost doubled since 1996 from 1.3 percent to 24.6 percent in 2016. The presence of the older population (65 and over) indicates that older residents are retiring to the Town. The greatest shift occurred in the 45 to 64 age range. In 1996, 21.1 percent of the population was between the ages of 45 to 64, this increased to 38.6 percent in 2011 and dipped slightly in 2016 to 36.6 percent. While there are young families with children living in communities along the North Shore, it is also evident that

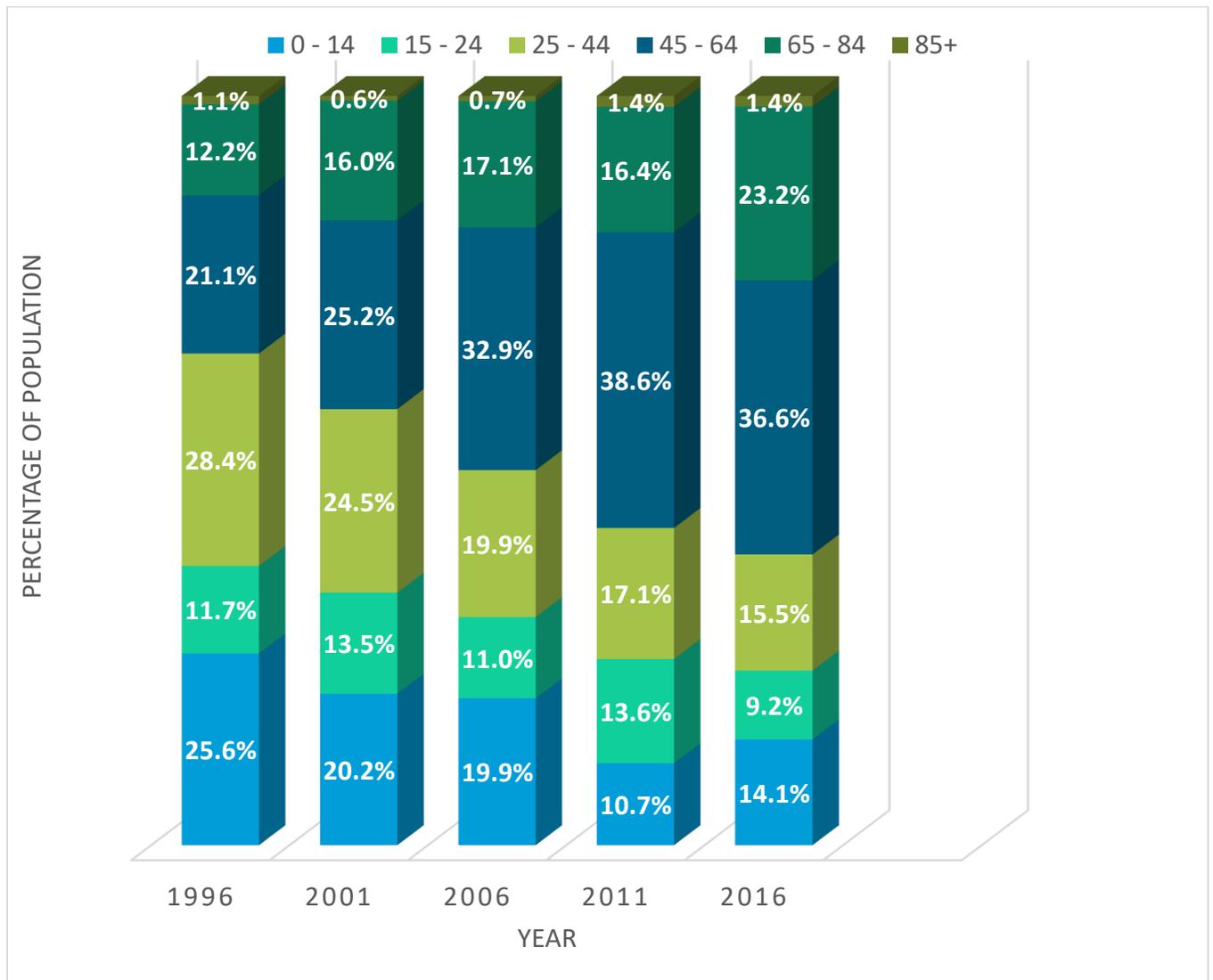
<sup>8</sup> Except for overall population and age of respondents in the Town of Spanish.

<sup>9</sup> Statistics Canada, 1996 to 2016. Census Community Profiles. (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca). Accessed Online January 2018.

<sup>10</sup> Statistics Canada, 2011. Census Community Profiles. (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca). Accessed Online January 2018.

Spanish is struggling to maintain its younger population; a challenge facing many rural municipalities in Canada. In 1996, 28.4 percent of the population was between the ages of 25 to 44. This decreased to 17.1 percent in 2011 and was at 15.5 percent in 2016. This decreasing trend is also occurring for the population between the ages of 0 to 14, declining from 25.6 percent in 1996 to 14.1 percent in 2016. Figure 2 below provides the age distribution from 1996 to 2016 for Spanish.

**Figure 2 - Total Population by Age in the Town of Spanish<sup>11</sup>**



<sup>11</sup> Statistics Canada, 1996 to 2016. Census – Community Profiles. (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca) Accessed Online January 2018. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

### 4.3 Mobility Status

Except for the general population decline since 1996, Spanish's population is relatively stable (see Tables 2 and 3 below). There are few people moving in or out of the area. Population stability indicates that the community has not undergone large changes in the economy. Residents are staying in the community for the long-term and are making the Town their permanent homes.

Table 2 shows that as of 2016, most people (86.4 percent) lived at the same address as the previous year. Few people moved within the province during that time period in Spanish (9.5 percent). Also, few people from the Town (1.4 percent) lived out of province a year prior. No one lived out of the country<sup>12</sup>.

As of 2016, most people (71.6 percent) lived at the same address as five years previously. However, 19.1 percent of people moved within the province during that time period and 2.1 percent of people moved to a different province. No people from the Town lived out of the country<sup>13</sup>.

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<sup>12</sup> Statistics Canada, 2016. Census – Community Profiles. (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca) Accessed January 2018.

<sup>13</sup> Statistics Canada, 2006. Census – Community Profiles. (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca) Accessed January 2018.

Table 2: Mobility Status in Spanish in 2016<sup>14</sup>

| Parameters  | 2016       |  |
|---|------------|--|
|   | 1 year ago |  |
| <b>Total Population</b>                                 | <b>735</b> |  |
| <b>Non-Movers</b>                                       | 635(86.4%) |  |
| <b>Movers</b>   | 95         |  |
| <b>Non-Migrants</b>                                     | 15(2.0%)   |  |
| <b>Migrants</b>   | 75         |  |
| <b>Internal Migrants</b>                                | 80         |  |
| <b>Intraprovincial Migrants (moved within province)</b> | 70(9.5%)   |  |
| <b>Interprovincial Migrants (moved out of province)</b> | 10(1.4%)   |  |
| <b>External Migrants (moved out of the country)</b>     | 0          |  |
| 5 years ago   |            |  |
| <b>Total Population</b>                                 | <b>705</b> |  |
| <b>Non-Movers</b>                                       | 505(71.6%) |  |
| <b>Movers</b>   | 205        |  |
| <b>Non-Migrants</b>                                     | 50(7.1%)   |  |
| <b>Migrants</b>   | 150        |  |
| <b>Internal Migrants</b>                                | 150        |  |
| <b>Intraprovincial Migrants (moved within province)</b> | 135(19.1%) |  |
| <b>Interprovincial Migrants (moved out of province)</b> | 15(2.1%)   |  |
| <b>External Migrants (moved out of the country)</b>     | 0          |  |

<sup>14</sup> Statistics Canada, 2016. Census – Community Profiles. (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca) Accessed Online January 2018. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

**Table 3: Mobility Status in Spanish (Statistics Canada, 1996 to 2006 – Census Community Profiles)<sup>15</sup>**

| Parameters   | 1996        | 2001        | 2006        |
|--|-------------|-------------|-------------|
| <b>1 year ago</b>  |             |             |             |
| <b>Total Population</b>  | <b>895</b>  | <b>775</b>  | <b>715</b>  |
| <b>Lived at the same address 1 year ago</b>  | 805 (89.9%) | 630 (81.3%) | 590 (82.5%) |
| <b>Changed addresses within the same census subdivision</b>                                    | 30 (3.4%)   | n/a         | 105 (14.7%) |
| <b>Changed addresses from another census subdivision within the same province or territory</b> | 60 (6.7%)   | 145 (18.7%) | 20 (2.8%)   |
| <b>Lived in a different province or territory</b>  | 0           | n/a         | 0           |
| <b>Lived in a different country</b>  | 0           | n/a         | 0           |
| <b>5 years ago</b>   |             |             |             |
| <b>Total Population</b>  | <b>815</b>  | <b>710</b>  | <b>690</b>  |
| <b>Lived at the same address 5 years ago</b>   | 595 (73.0%) | 470 (66.2%) | 465 (67.4%) |
| <b>Changed addresses within the same census subdivision</b>                                    | 80 (9.8%)   | n/a         | 145 (21.0%) |
| <b>changed addresses from another census subdivision within the same province or territory</b> | 95 (11.7%)  | 235(33.1%)  | 80 (11.6%)  |
| <b>Lived in a different province or territory</b>  | 45 (5.5%)   | n/a         | 0           |
| <b>Lived in a different country</b>  | 0           | n/a         | 0           |

In Ontario, there is similar stability. As of 2016, most people (87.6 percent) lived at the same address as the previous year. Few people moved within the province during that time period (3.6 percent). Also, few people (0.05 percent) lived out of province a year prior. 1.2 percent of people

<sup>15</sup> Statistics Canada, 1996 to 2016. Census – Community Profiles. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed Online January 2018. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

lived out of the country<sup>16</sup>. As of 2016, most people (62.9 percent) lived at the same address as five years previously. However, 11 percent of people moved within the province during that time period and 1.4 percent of people moved to a different province. 4.4 percent of people lived out of the country<sup>17</sup>.

#### 4.4 Population by Occupation

Figure 3 illustrates the percentage distribution of the labor force by sector of occupation in Spanish (labour force by occupation). In 2016:

- The top occupations in the Town were: trades, transport, and equipment operations (25.0 percent similar to 25.6 percent in 2006); sales and services (20.8 percent, down from 25.6 percent 2006)<sup>18</sup>. This shows that although the occupations are still present in the community, there has been a general decline in the industries traditional to Spanish since 2006.
- There has been some slight growth in other occupations including management occupations (16.7 percent, up from 7.0 percent in 2006), health (6.3 percent, up from 4.7 percent in 2006), in education; law and social; community and government services (8.3 percent, up from 7.0 percent), and art, culture, recreation and sport (4.2 percent, up from no jobs in 2006).
- Occupations in natural resources and agriculture as well as business, finance and administration both decreased from 11.6 percent in 2006 to 8.3 percent in 2016. There have been no occupations in manufacturing and utilities since 2001.

The presence of trades and transport occupations are a strength for Spanish. Several of the primary industries along the north shore, EACOM, Domtar, Cameco, Carmeuse Lime & Stone and Lafarge employ people with these skills. Occupations in education, law and social and government indicate that there are people employed in leadership roles in the community. The Town also has a population with skills specific to primary industry activities, which is beneficial for future developments in this area. Management knowledge and leadership is also present with the Town as an employer. Local retail stores employ a large percentage of the population offering occupations in sales and services.

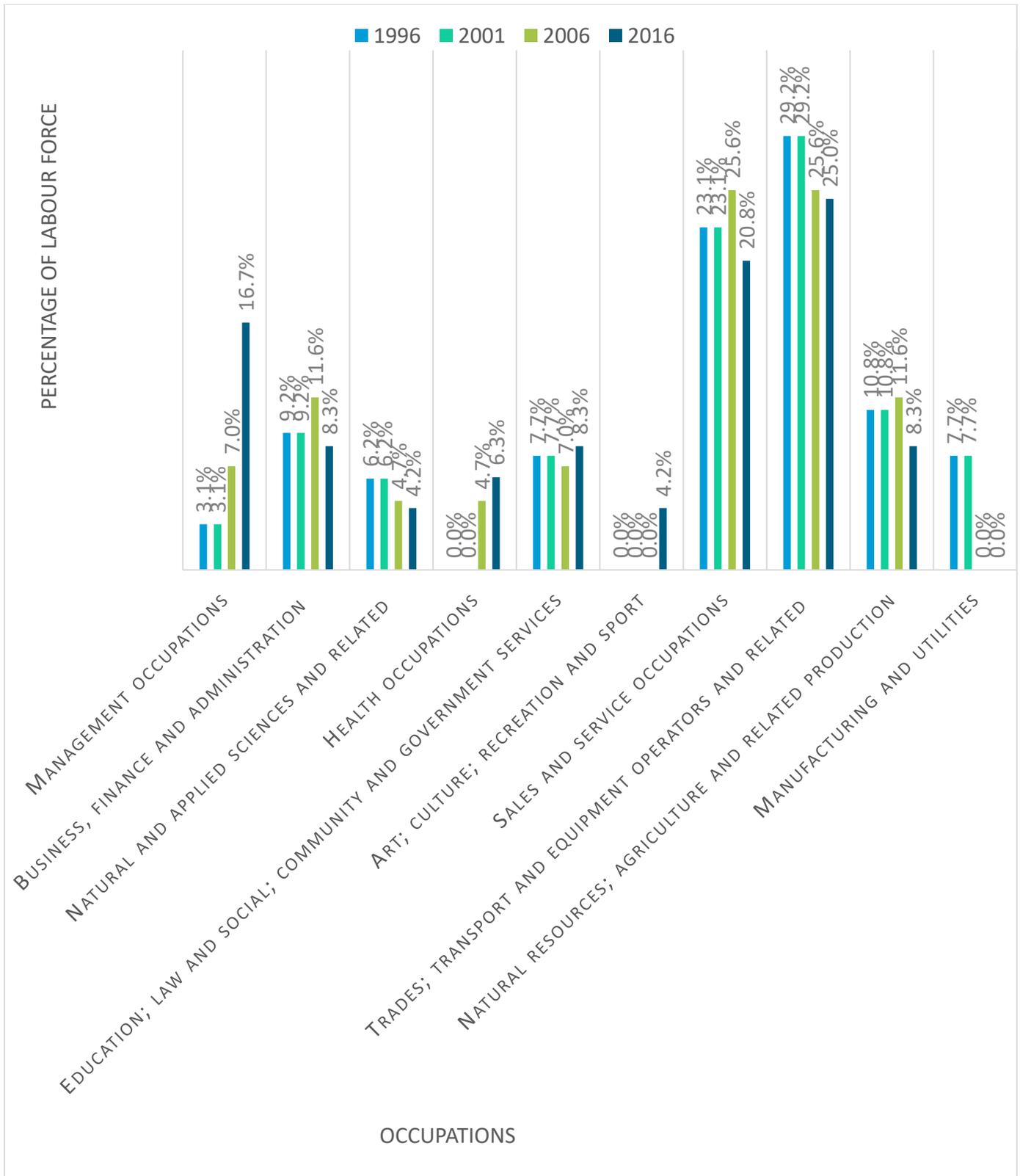
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<sup>16</sup> Statistics Canada, 2016. Census – Community Profiles. (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca) Accessed January 2018.

<sup>17</sup> Statistics Canada, 2006. Census – Community Profiles. (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca) Accessed January 2018.

<sup>18</sup> Statistics Canada, 2016. Census – Community Profiles. (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca) Accessed January 2018.

Figure 3 – Labour Force by Occupation in the Town of Spanish<sup>19</sup>



## 4.5 Education and Training

Figures 4 and 5, and Table 4 illustrate the level of education and training in the Town from 1996 to 2016<sup>20</sup>. As of 2016, there are many residents without a certificate, diploma or degree (34.6 percent), which shows that there are more people with some sort of certification versus the 50.0 percent without in 2006. This is a positive trend in Spanish as more people are getting formal educations. Although there has been positive movement in the community, these figures are still higher than the provincial figure of 17.5 percent for people without a certificate, diploma or degree. For those without any certification, the lack of diplomas is likely influenced by the nature of the major occupations in the area that do not necessarily require higher levels of academic attainment for certification (e.g. skilled training related primary industry and construction). The drop in this figure may also reflect the increase in other occupations that are increasing in the Town (e.g. management occupations).

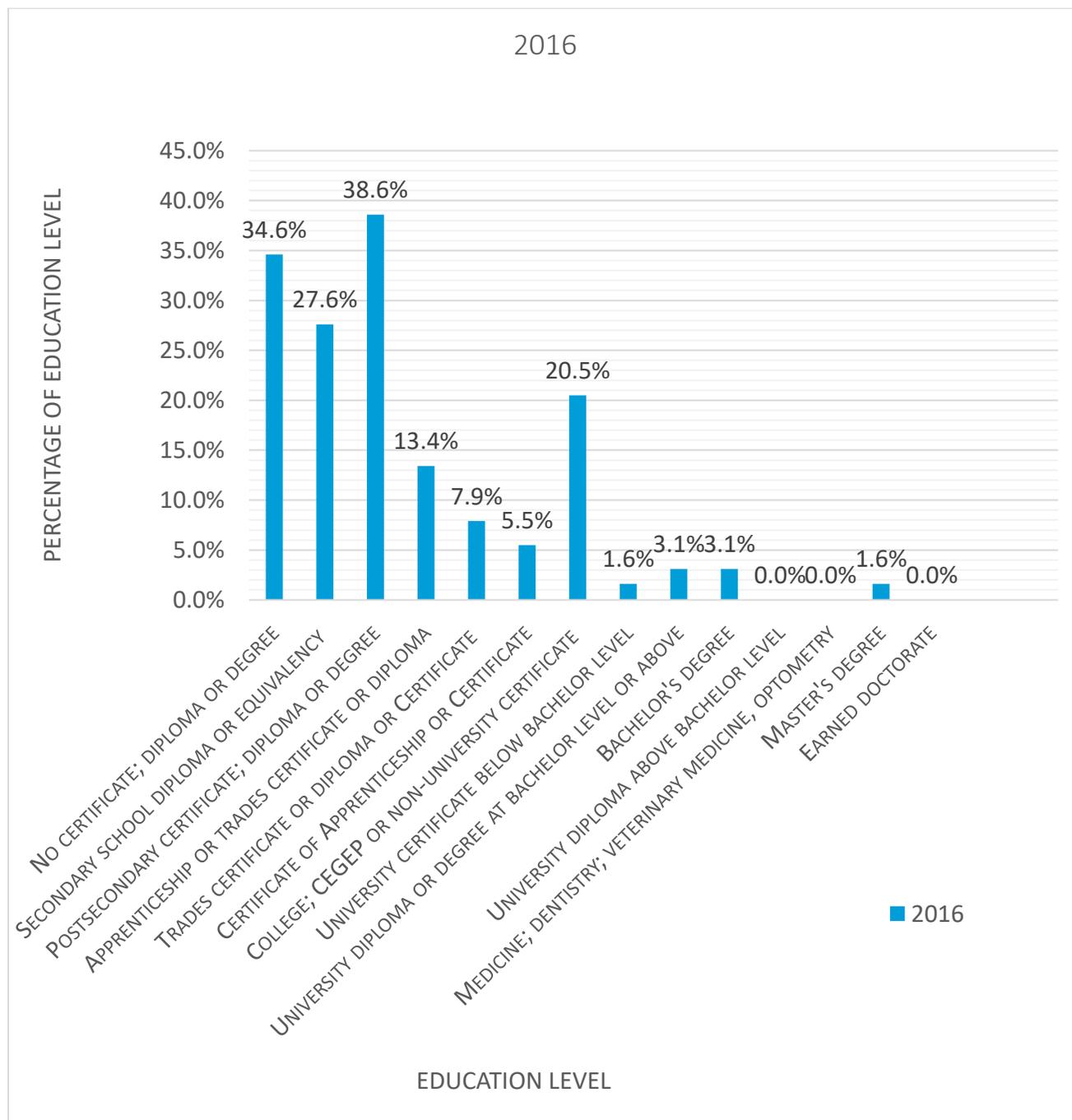
Since 1996, there has also been a rise in residents with high school certificates increasing from 11.9 percent in 1996 to 27.6 percent in 2016. In 2001, Statistics Canada broke down educational attainment by age, which shown in this manner (Table 4), indicates that the younger population at the time had more high school/post-secondary education (ages 20-34, 33.3 percent; ages 35-44, 14.8 percent; ages 45-64, 18.8 percent). There has been a small increase in the percentage of people who possess a university certificate, degree or diploma between 1996 (1.5 percent) and 2016 (3.1 percent).

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<sup>19</sup> Statistics Canada, 1996 to 2016. Census Community Profiles (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca) Accessed January 2018. Note: Percentages do not add to 100% due to random rounding of the original data by

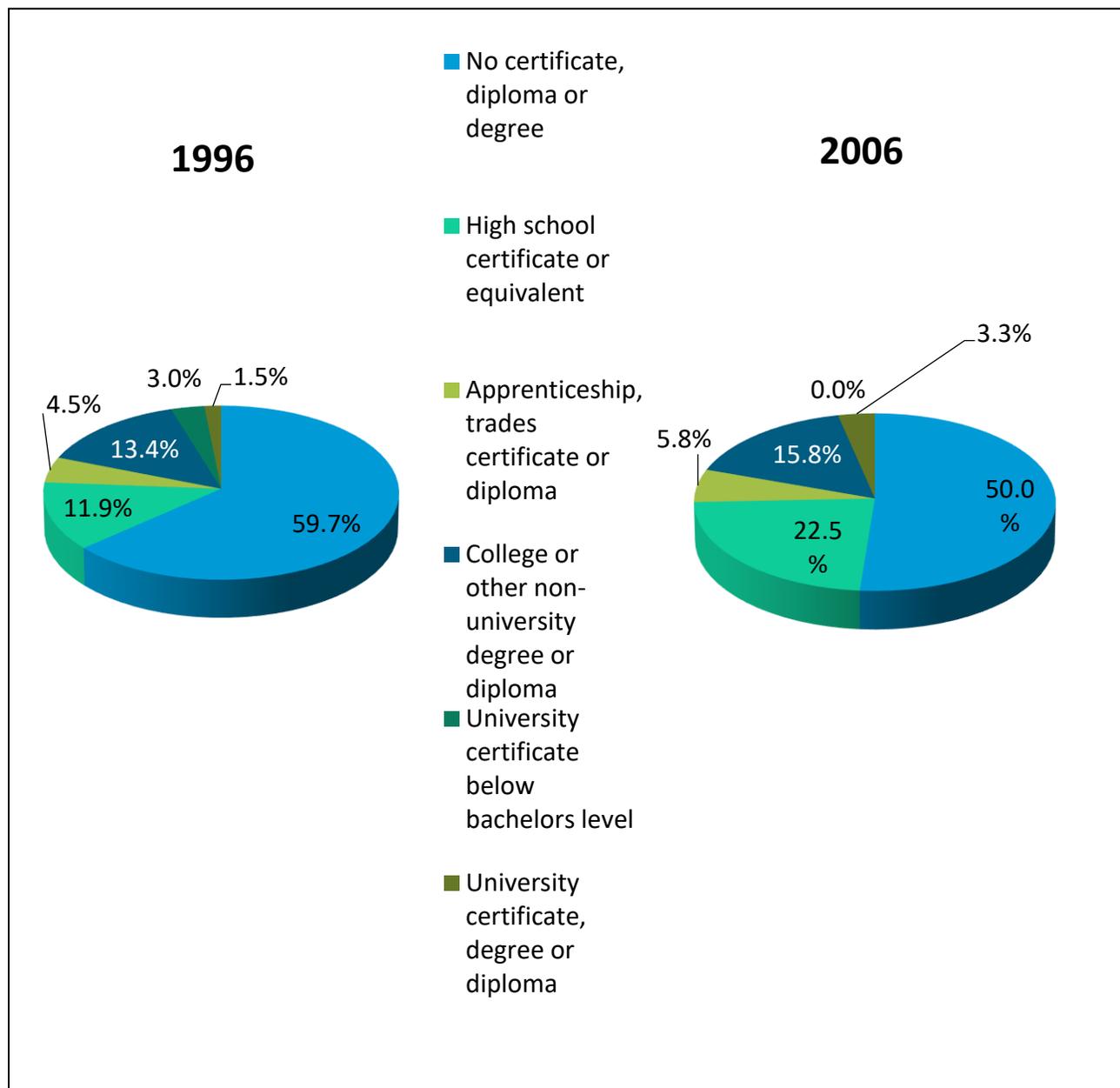
<sup>20</sup> Note that Statistics Canada reporting on education attainment has changed reporting format on a yearly basis, so data needs to be depicted in different formats for each census year except for 1996 and 2006.

**Figure 1 - Education and Attainment in the Town of Spanish (15+) in 2016<sup>21</sup>**



<sup>21</sup>Statistics Canada, 1996 to 2016. Census Community Profiles (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca) Accessed January 2018. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada, and reporting of overlapping categories in the figure. Postsecondary certificate; diploma or degree has the subcategories of: 1) Apprenticeship or trades certificate or diploma, 2) College; CEGEP or other non-university certificate or diploma, 3) University certificate or diploma below bachelor level and 4) University certificate; diploma or degree at bachelor level or above (which has its own subcategories of i) Bachelor's degree, and ii) University certificate; diploma or degree above bachelor level).

**Figure 5: Education and Training Attainment in the Town of Spanish in 1996 and 2006<sup>22</sup>**



<sup>22</sup> Statistics Canada, 1996 and 2006. Census – Community Profile. (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca) Accessed January 2018. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

**Table 4: Education and Training Attainment in the Town of Spanish (2001)<sup>23</sup>**

| <b>Level of Education by Age</b>                          | <b>Age 20 – 34<br/>(n=135)</b> | <b>Age 35 – 44<br/>(n=135)</b> | <b>Age 45 – 64<br/>(n=160)</b> |
|---|--------------------------------|--------------------------------|--------------------------------|
| <b>Less than a high school certificate</b>                | 37.0%                          | 66.7%                          | 62.5%                          |
| <b>High school certificate and/or some post-secondary</b> | 33.3%                          | 14.8%                          | 18.8%                          |
| <b>Trades certificate or diploma</b>                      | 22.2%                          | 18.5%                          | 15.6%                          |
| <b>College certificate or diploma</b>                     | 0.0%                           | 0.0%                           | 0.0%                           |
| <b>University certificate, diploma or degree</b>          | 7.5%                           | 0.0%                           | 0.0%                           |

#### 4.6 Labour Force Activity

Table 5 shows the labour force activity in Spanish. The participation rate measures the total labour force (comprised of those who are employed and unemployed, combined) relative to the size of the working-age population. There are 255 people in Spanish that are in the labour force currently. While the labour force participation rate has decreased since 1996 with only a slight increase between 2006 to 2016 from 38.7 percent to 39.8 percent, the Town has experienced an increase in the employment rate from 29.4 percent in 2006 to 33.6 percent in 2016. The Town has also had a decrease in the unemployment rate from 21.7 percent in 2006 to 13.7 percent in 2016. However, the unemployment rates are higher than the 2016 Ontario provincial average of 7.4 percent.

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<sup>23</sup> Statistics Canada, 2001. Census – Community Profile. (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca) Accessed January 2018. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada. Please note that 2001 data used different categories.

**Table 5: Labour Force Activity in the Town of Spanish<sup>24</sup>**

| Parameters                                | 1996 | 2001 | 2006 | 2016 |
|---|------|------|------|------|
| <b>Total Population 15 years and over</b> | 670  | 645  | 595  | 640  |
| <b>In the labour force</b>                | n/a  | n/a  | 230  | 255  |
| <b>Employed</b>                           | 235  | 170  | 175  | 215  |
| <b>Participation rate (%)</b>             | 48.5 | 45.1 | 38.7 | 39.8 |
| <b>Employment rate (%)</b>                | n/a  | 27.9 | 29.4 | 33.6 |
| <b>Unemployment rate (%)</b>              | 26.2 | 38.2 | 21.7 | 13.7 |
| <b>Full time employment</b>               | 85   | 75   | 105  | 100  |
| <b>Part time employment</b>               | 260  | n/a  | n/a  | 190  |

While the Town experienced an increase in full-time employment from 85 jobs in 1996 to 100 jobs in 2016, the number of people employed has decreased from 235 in 1996 to 215 in 2016 (but has been increasing since the drop to 170 in 2001). There are few jobs for youth and those available are centred on the retail sector. Jobs for most skilled workers are located outside of the community. While statistical data is not available the presence of marinas and cottage related services, this indicates that seasonal employment may be significant. Local stores and other businesses have part time and seasonal jobs (including those for youth) that do not show up in census data.

#### 4.6.1 Jobs to Labour Force Ratio

The 'jobs to labour force' ratio is a measure of complete communities and is used to measure and track the opportunity for workers to hold a job in their community. The ratio is calculated by dividing the number of jobs in a community by the labour force residing in that community. Generally, communities strive to have a balanced jobs-to-labour force ratio of close to 1 to 1. Large urban centres have much higher jobs to labour force ratios as they are economic centres attracting large inflows of labour, while rural communities generally have much lower ratios.

The labour force residing in Spanish in 2016 was 255 persons. The ratio of jobs at fixed places of employment in Spanish (155 persons) to the labour force was 1 to 1.6, which means that the community had less than one job for each person in the labour force. Moreover, Spanish only has enough jobs for approximately 60.8 percent of its working population. Spanish needs to be better positioned in terms of supply of jobs for the labour force.

<sup>24</sup> Statistics Canada, 1996 to 2016. Census Community Profiles. (Adapted from) Statistics Canada, www.statca.gc.ca. Accessed January 2018.

#### 4.6.2 Share of Regional Employment

The number of jobs in Spanish accounts for a relatively small portion of jobs in Northeast Ontario (0.1 percent) and in Algoma District (0.5 percent). Despite these small numbers, growth in job availability is an opportunity for the town.

#### 4.7 Employment Industry Sector

Figure 6 depicts the percentage distribution of labour force by industry in Spanish according to the North American Industry Classification System (NAICS) in 2016<sup>25</sup>. The top industries in 2016 in Spanish are retail trade (20.8 percent); accommodation and food services (18.8 percent); transportation and warehousing (8.3 percent); and educational services (8.3 percent)<sup>26</sup>. Agriculture and resource based industry has experienced decrease from 20.0 percent in 1996 to 16.3 percent in 2001 to 14.0 percent in 2006 to 4.2 percent in 2016. Retail trade has experienced increases from 9.2 percent in 1996 to 14.3 percent in 2001, back down to 9.3 percent in 2006 to 20.8 percent in 2016<sup>27</sup>.

There are other industries that are less prevalent although still present in the Town, including construction and manufacturing which may be associated with Domtar, Cameco, Carmeuse Lime & Stone, EACOM (and other forest companies) and Lafarge. Health care and social services and public administration are also prevalent and are likely to be partially associated with the local doctor's and dentist's offices as well as the municipal offices. The motels and lodges are also employers and they include the Spanish River Inns and Brennan Harbour Resort.

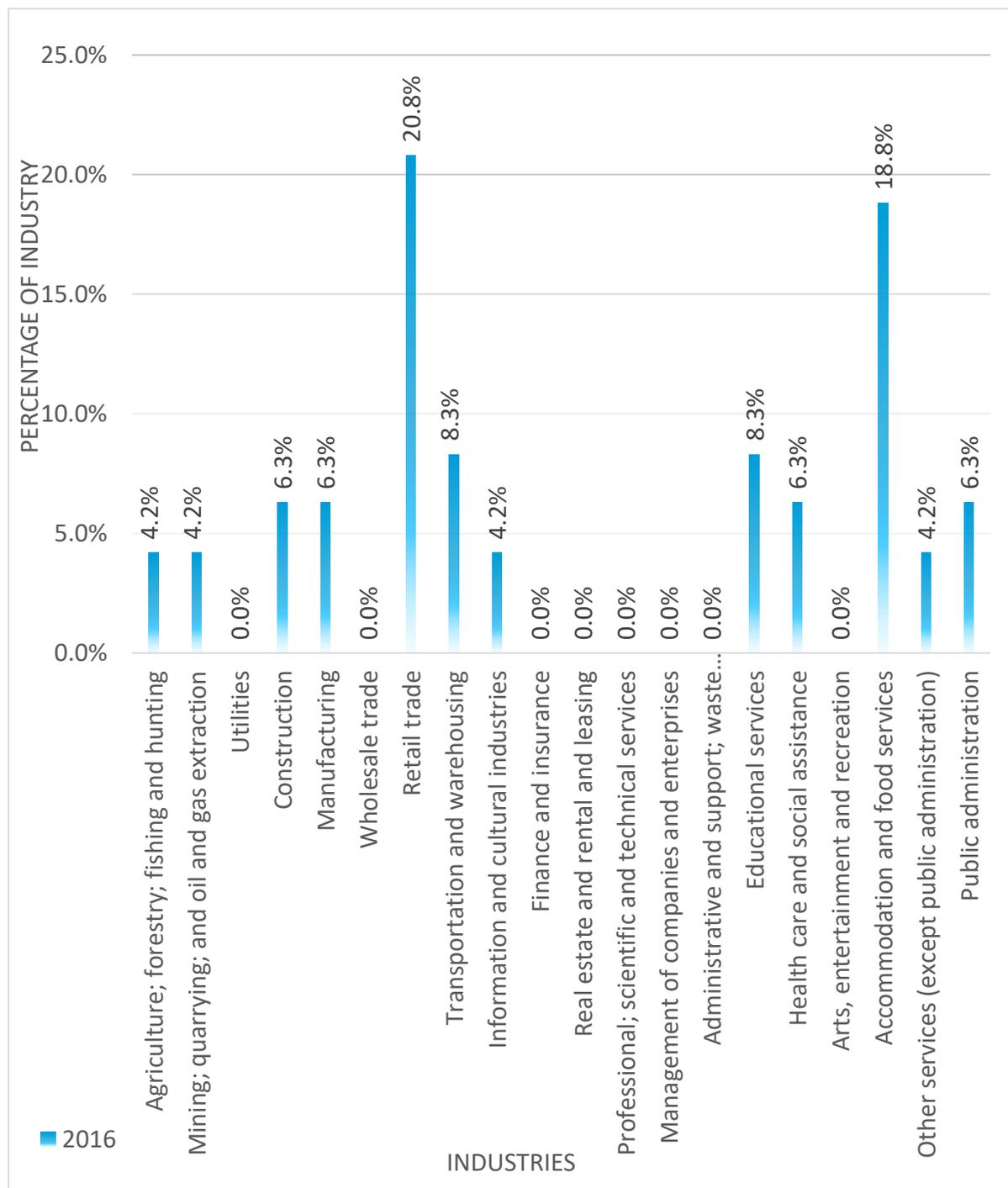
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<sup>25</sup> Please note that the NAICS classification system has changed classifications for each census year except for 1996 and 2006 remain the same.

<sup>26</sup> Please note that Statistics Canada data does not specifically address retail/marinas.

<sup>27</sup> Some discrepancies in the data may be due to the differentiation of categories throughout the time period examined (e.g. retail trade and wholesale trade was combined in 2001, which does not occur in other years).

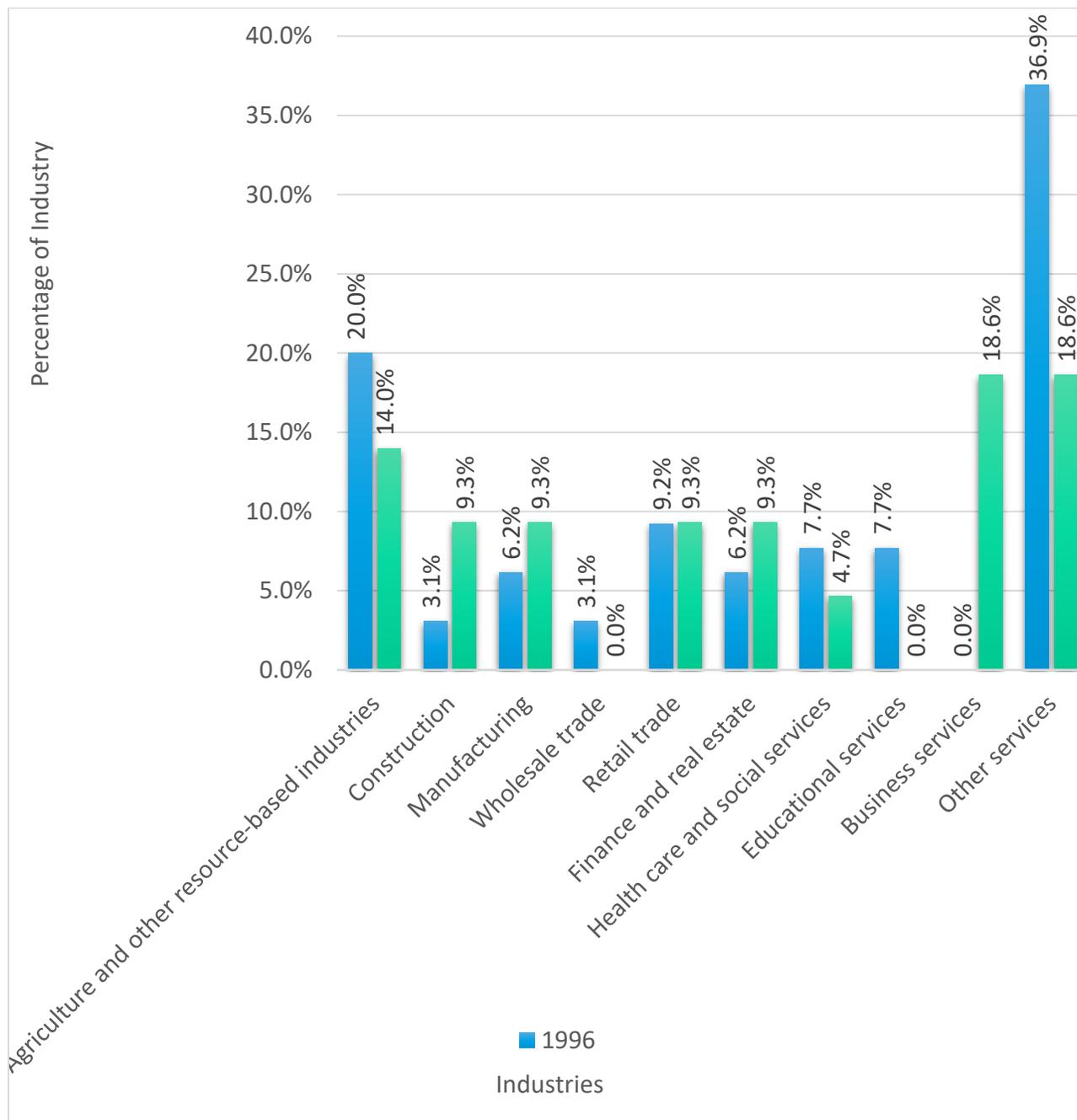
**Figure 6: Labour Force by Industry (NAICS) in the Town of Spanish (2016)<sup>28</sup>**



<sup>28</sup> Statistics Canada, 2016. Census Community Profiles. (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca) Accessed January 2018. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada. Please note that instances of 0% relate to no data reported in this category from Statistics Canada.

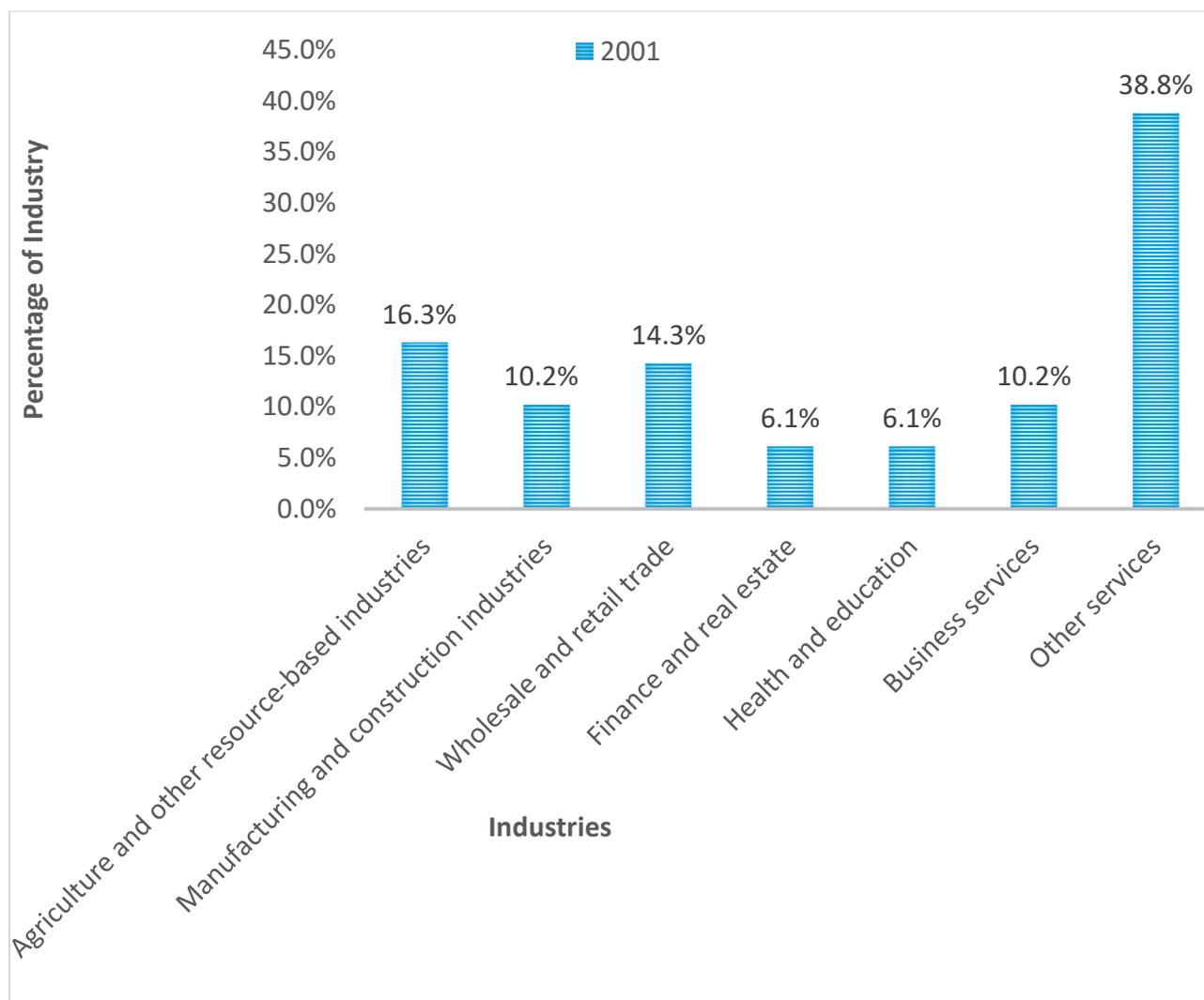
See Figures 7 and 8 for a breakdown of labour force by industry between 1996 and 2006.

**Figure 7: Labour Force by Industry (NAICS) in the Town of Spanish (1996 and 2006)<sup>29</sup>**



<sup>29</sup> Statistics Canada, 1996 to 2006. Census Community Profiles. (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca) Accessed January 2018. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada. Please note that instances of 0% relate to no data reported in this category from Statistics Canada.

**Figure 8: Labour Force by Industry (NAICS) in the Town of Spanish (2001)<sup>30</sup>**



#### 4.8 Target Sector Identification

Location Quotients (LQs) are an instrument used for a regional economic analysis. A LQ analysis compares the relative concentration of each sector in the study area to a reference area (e.g. Northeast Ontario). The comparison uses a simple ratio of sector employment to total employment. The results of a LQ analysis will help to identify where future opportunities may exist to develop and enhance an industry sector<sup>31</sup>. Moreover, LQs allow us to identify which sectors are over or under-represented relative to Northeast Ontario as a whole. High LQs can indicate where a region or community has a particular strength or competitive advantage in

<sup>30</sup> Statistics Canada, 2001. Census Community Profiles. (Adapted from) Statistics Canada, [www.statca.gc.ca](http://www.statca.gc.ca) Accessed January 2018. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

<sup>31</sup> urbanMetrics, 2006. Town of Blind River Investment Attraction Program.

attracting and retaining specific types of industries. This information is useful along with sector growth forecast information in determining target sectors for investment attraction.

A LQ greater than 1.0 for a given sector indicates a local concentration of economic activity as compared to Northeast Ontario. This may indicate a competitive advantage for Spanish in attracting this type of employee and business or it may confirm that a local economy is comprised predominately by a type of industry. LQs equal to 1.0 for a given sector suggest that there is the same concentration of economic activity as Northeast Ontario. A LQ of less than 1.0 indicates a concentration of economic activity that is less than Northeast Ontario.

From the 2016 Statistics Canada Census data, we see that Spanish has the following LQs for broad industry sectors:

**Table 6: Location Quotients**

| <b>Broad Industry Sector</b>   | <b>Location Quotient Compared to Northeast Ontario</b> | <b>Actual number of Jobs in Spanish</b> |
|--|--|---|
| <b>Information and cultural industries</b>                                   | 3.23   | 10                                      |
| <b>Accommodation and food services</b>                                       | 2.54   | 45                                      |
| <b>Agriculture; forestry; fishing and hunting</b>                            | 2.21   | 10                                      |
| <b>Transportation and warehousing</b>  | 1.77   | 20                                      |
| <b>Retail trade</b>  | 1.64   | 50                                      |
| <b>Educational Services</b>  | 1.05   | 20                                      |
| <b>Manufacturing</b>   | 1.00   | 15                                      |
| <b>Other services (except public administration)</b>                         | 0.98   | 10                                      |
| <b>Public Administration</b>   | 0.84   | 15                                      |
| <b>Construction</b>  | 0.79   | 15                                      |
| <b>Mining; quarrying; and oil and gas extraction</b>                         | 0.71   | 10                                      |
| <b>Health care and social assistance</b>                                     | 0.42   | 15                                      |
| <b>Utilities</b>   | 0.0  | 0                                       |
| <b>Wholesale Trade</b>   | 0.0  | 0                                       |
| <b>Finance and insurance</b>   | 0.0  | 0                                       |
| <b>Real estate and rental and leasing</b>                                    | 0.0  | 0                                       |
| <b>Professional; scientific and technical services</b>                       | 0.0  | 0                                       |
| <b>Management of companies and enterprises</b>                               | 0.0  | 0                                       |
| <b>Administrative and support; waste management and remediation services</b> | 0.0  | 0                                       |
| <b>Arts, entertainment and recreation</b>                                    | 0.0  | 0                                       |

The nature of the industry and business activity observed in the above table suggests an economic base that is largely serving the local population and business base. From the analysis above, there are several industry sectors that received a LQ greater than one. The following investigates these sectors and provides a discussion of how these may provide Spanish with a competitive edge at a regional level.

*Information and cultural industries* - Information and cultural industries has the highest location quotient. Although the actual number of jobs in this category is only 10, it is higher than the concentration found in Northeast Ontario. Such a high concentration would be expected to be found in larger urban centres where there is a prominent creative economy. There may be people

working remotely and being connected to other areas of the country through the use of the Internet and other telecommunications in fields that are related to the creative economy. The creative economy includes people employed in fields such as information technology, design and entertainment and the impact of the roles of these individuals often result in the generation of new ideas and creative content. New business development is often attracted to the presence of a creative class and high quality of life associated with the attributes of rural communities.

*Accommodation and food services* - Accommodation and food services is another area where Spanish has high concentrations, demonstrating its capacity to grow in this sector. The Spanish River Inns, Dixie Lee, Get Lucky's Snack Bar and Pizza 17 are prominently located on the TransCanada Highway. They will generate business locally from tourism and those passing through the community. Therefore, local people and visitors are using these business from convenience or through good reputation. There may be room to grow in this sector.

*Transportation and warehousing* - Transportation and warehousing are another prominent sector in Spanish. Their presence is most likely in relation to the ancillary activities of the local businesses such as Domtar, Cameco, Carmeuse Lime & Stone and Lafarge. Moreover, Spanish's location on the TransCanada Highway provides easy access for any sort of logistics activities.

*Agriculture, forestry and fishing and hunting* - The agriculture, forestry, and fishing and hunting sector is prominent in Spanish due to the presence of primary sector industries such as Berkerton's Forestry Products and Vance's Commercial Fishing, which are also major employers in the community. Moreover, the presence of the marinas and hunting outfitters for recreational purposes will employ those who are offering these activities for tourism purposes. The Spanish Municipal Marina has 119 slips and about 80 of these are seasonal boaters.

*Retail trade* - Although the retail sector has been under local stresses with the RONA moving to Massey several years ago, to some extent, Spanish is still serving as a retail node for the surrounding outlying area. For instance, the LCBO and D&D Freshmart will service those beyond Spanish's municipal boundaries.

*Educational services* - In regards to education, Spanish employs people at the sole local primary French Catholic school (École Sainte-Anne). At this point, more growth in this area is unlikely unless the local population expands as well.

*Manufacturing* - Another important element that is observed from this analysis is the presence of manufacturing opportunities. Manufacturing is an important economic sector because it is an export sector, and results in new money being brought into the local economy. These are

dominant industries within Northeast Ontario, so Spanish has the capacity and capability to continue to grow in this area.

## 5.0 Economic Activity and Governance in Spanish

The following section provides an overview on the economic activities in Spanish.

### 5.1 Employers and Businesses

The major private sector employer in Spanish is the Bank of Nova Scotia. Major public-sector employers include the Town, LCBO and Canada Post. The Royal Canadian Legion Branch 576, owns its own building and is vital to the community, as well as the Spanish Public Library which offers a variety of services to Spanish and area. There are other businesses in the Town, including accommodations, restaurants, commercial fishing guides, retail/shopping, and automotive services. These businesses include:

**Table 7: Additional Businesses in Spanish**

| <b>Name</b>                                       | <b>Sector</b>                           |
|---|---|
| <b>Mitchell's Camp</b>                            | Tourism/Recreation                      |
| <b>Spanish River Inns</b>                         | Accommodation/Tourism/Food and Beverage |
| <b>Brennan Harbour Resort</b>                     | Accommodation/Tourism                   |
| <b>Almenara en el Rio Marina &amp; Campground</b> | Accommodation/Tourism/Recreation        |
| <b>Bob's Service Centre</b>                       | Automotive, retail and services         |
| <b>Rick's Guided Fishing</b>                      | Tourism/Fishing                         |
| <b>Pizza 17</b>                                   | Food and Beverage                       |
| <b>Dixie Lee</b>                                  | Food and Beverage                       |
| <b>D&amp;D Freshmart</b>                          | Retail                                  |
| <b>Highway Variety Plus</b>                       | Retail                                  |
| <b>The Outdoor General Store</b>                  | Retail                                  |
| <b>Maebelle's Country Store</b>                   | Retail                                  |
| <b>Lisa Hairdresing</b>                           | Services                                |
| <b>Get Lucky's Snack Bar (seasonal)</b>           | Food and Beverage                       |
| <b>Vances Resort</b>                              | Accommodation/Tourism                   |
| <b>Motive Power Solutions</b>                     | Automotive                              |
| <b>Le Bel Abri Bed &amp; Breakfast</b>            | Accommodation/Tourism                   |
| <b>Mukwa Adventures</b>                           | Recreation                              |

### 5.2 Economic Development Services

Spanish has access to the following resources for economic development initiatives.

*East Algoma Community Futures Development Corporation* - The East Algoma Community Futures Development Corporation is a federal non-profit agency that assists communities with economic development activities. An overall regional economic development strategy entitled, 'A Regional Economic Development Strategy for East Algoma' was prepared for the East Algoma

Community Futures Development Corporation in 2007<sup>32</sup>. It summarizes opportunities and makes a significant number of recommendations for enhancing the region's economy.

*The Shedden Community Development Corporation* - The Shedden Community Development Corporation is a non-profit volunteer group dedicated in sponsoring development initiatives for the community. The Shedden Community Development Corporation organizes races in coordination with the Sault Ste. Marie Runway. They also support the community and business and events directory and make grants to other local groups in support of their activities.

Spanish hosted a Public Input Session in the community in February 2011. Some of the concerns identified by local residents included the lack of an industrial base, declining student enrolment in elementary schools, poor communications services (internet and cell service), and limited electricity north of the village. Some of the community opportunities identified included the municipally-owned land for development and the potential for inland waterfront housing development.

*Elliot Lake and North Shore Corporation for Business Development (ELNOS)* - The ELNOS Corporation is a business development corporation that was established to stimulate economic growth in the North Shore through new business development and investment. The ELNOS Corporation is comprised of: The City of Elliot Lake, The Town of Blind River, The Town of Spanish, The Township of the North Shore, and the Serpent River First Nation<sup>33</sup>. ELNOS' mandate is to improve the long-term economic prosperity of the region by assisting businesses which in turn creates wealth and jobs. The organization concentrates its resources on wealth generating businesses<sup>34</sup>.

The ELNOS Corporation is particularly interested in the development of small, manufacturing and technology-related businesses; experienced management; and solid earnings performance and growth.

Their objective is to share and reduce the investment and development risks of new business ventures established in the ELNOS Region and to work with partners to develop and implement solutions for common problems that growing businesses experience<sup>35</sup>.

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<sup>32</sup> East Algoma Community Futures Development Corporation, 2007. A Regional Economic Development Strategy for East Algoma, May 2007.

<sup>33</sup> Elliot Lake and North Shore Corporation for Business Development – About Us. Accessed Online, January 2018. [<http://www.elnos.com/index.php/aboutus>].

<sup>34</sup> Elliot Lake and North Shore Corporation for Business Development. About. Accessed Online, January 2018. [<http://www.elnos.com/index.php/aboutus>].

<sup>35</sup> Elliot Lake and North Shore Corporation for Business Development. Services. Accessed Online, January 2018. [<http://www.elnos.com/index.php/services>].

### 5.3 Tourism

Spanish offers year-round tourism attractions. During the summer, there is pickerel fishing, boating, and camping opportunities. During the winter, there is snowmobiling, cross-country skiing, snowshoeing, ice-fishing, and sleigh-rides. The community has a well-established snowmobile club and Spanish is the northern terminus of a trail that starts at Parry Sound in the south. Spring allows for bird watching and during the autumn, hunting is popular.

The Town lies on the North Channel and is recognized by some as one of the finest boating and fishing areas in Ontario. Private and public investments in the marinas have helped to enhance this experience. The Lake Huron North Channel Historic Trails project is an attraction based on a trail through the Town of Blind River, Town of Spanish and Township of Huron Shores. There is a variety of accommodations in the Town of Spanish including a motel, resorts, a lodge, and camps. Local volunteers involved with the Horticultural Society maintain all the community gardens and plant flowers each spring.

### 5.4 Municipal Revenue and Expenditures

This section profiles Spanish's municipal revenue and expenditures and shows that it has the financial resources to manage economic expansion opportunities and is able to address challenges as they arise. Generally, the municipality is well managed from a fiscal perspective.

The following discussion on municipal revenue and expenditures is based on financial statistics from Provincially available data. Based on the 2016 Financial Information Return (FIR) (ending December 31, 2016) filed with the Ministry of Municipal Affairs, the Town's total revenue and expenses for the year ending December 31, 2016 were \$3,314,921 and \$2,282,502 respectively<sup>36</sup>. Accordingly, the Town had an annual surplus of \$1,032,419. The Town also had a reserve of \$58,700, obligatory reserve funds of \$0 and discretionary reserve funds of \$1,097,316. The Town had a strong accumulated surplus<sup>37</sup> at the end of the 2016 of \$17,869,723, which includes both cash and non-cash (capital assets) components.

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<sup>36</sup> Province of Ontario, Ministry of Municipal Affairs and Housing. Accessed Online, January 2018. [<http://csconramp.mah.gov.on.ca/fir/ViewFIR2016.htm>].

<sup>37</sup>Accumulated surplus consists of both cash and non-cash components, including: (1) unrestricted (including cash, accounts receivable and other non-cash financial assets); (2) restricted (cash that can only be used for a pre-determined purpose); and (3) equity in tangible capital assets.

## 6.0 SWOT Analysis

This is a preliminary SWOT analysis. Throughout the engagement process, community members will be given the opportunity to provide input on the community strengths, weaknesses, opportunities and threats and the SWOT will be updated to reflect their comments.

**Strengths** identify characteristics of the Town that give it an advantage over others:

- Trails and recreation
- History and culture
- Rail access
- Land availability
- Natural environment
- Friendly community
- Climate
- Waterfront and marina
- Location on TransCanada HWY
- Quality of life
- Low cost of living
- Local police protection
- Less than 2 hours to 2 airports
- Local doctor and dentist

**Weaknesses** (or Limitations) are characteristics that place the Town at a disadvantage relative to others.

- Limited local shopping
- Aging and declining population
- Limited available jobs
- Loss of youth and young families to larger centres and Southern Ontario
- Proximity to other service centres
- Declining infrastructure
- Limited medical facilities
- Lack of seniors and children's facilities

**Opportunities** are the external chances that could be utilized or capitalized upon to achieve its Vision.

- Target tourist locally, regionally, nationally, international
- Shoreline development and cottages
- Potential capacity for population growth
- Land available for housing, facilities and services
- Ecotourism
- Affordable housing for seniors
- Arts/culture, heritage (e.g. Residential School Library) and museums
- New business development
- Health care services

**Threats** (or challenges) are the external elements that could cause challenges for the Town in achieving its Vision.

- Employment opportunities
- Things to do and lifestyle
- Economy of scale
- Shopping in other centres/online shopping
- Self-image
- Need community champions to move any new plans ahead
- Lack of infrastructure to attract business and new developments
- Loss of young families and trained workforce

## 7.0 Case Studies

The following provides several case studies of towns of a similar size to Spanish. The intention is to provide an overview of similar communities that can serve as a mirror to Spanish for economic development initiatives<sup>38</sup>. These case studies provide overviews of best practices from communities that are a recreation or retirement destination or are adjacent to an abundance of natural assets<sup>39</sup>.

### 7.1 Bakersville, North Carolina – Community Amenities and Festivals Strategy

As of 2010, Bakersville has a population of 464. The community is situated in the mountains of North Carolina and is removed from the development and growth that has been experienced in the urban corridor of Charlotte. The challenge for communities in the North Carolina mountain areas is to find economic development opportunities that are sensitive to the natural environment and preserve the unique mountain culture.

Bakersville traditionally had agricultural (Christmas trees), manufacturing and mining (silica quartz) industries in the county but by the 1990s any sort of economic growth had dissipated. In response, a group of business owners, artists and civic leaders formed the Bakersville Improvement Group (BIG) as a means for revitalising the community's downtown corridor. BIG was a locally lead volunteer organization. They applied to and were selected to be part of a program which provides revitalisation assistance. Through this program, BIG and the Town drafted a plan for the community including a renovation project for the town's historic courthouse.

Shortly after the community plan was completed, a flood inundated most of the Town's businesses and the Town had to apply for federal disaster resources. Economic recovery was challenging but the Town and BIG came up with a strategy to build infrastructure and capacity for initiating and sustaining locally driven community and economic development. Their plan was to improve civic infrastructure to attract artist's studios and small retailers that would generate tourism. BIG shifted focus from renovating the courthouse to conducting a 'creek walk' project. The project would provide a public space that would add to the civic fabric of the community, support the artist based downtown economy and attract tourists to the community.

The Town and BIG partnered with a variety of NGOs and government agencies for funding and grants and constructed a one-mile paved walkway along a local creek close to the downtown corridor. The creek walk features access to a catch and release trout fishing area and a disability-accessible fishing platform. Local donations were solicited for decorative lighting and

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<sup>38</sup> All case studies are from UNC School of Government, N.C. Rural Economic Development Center, 2008. Small Towns, Big Ideas: Case Studies in Small Town Economic Development.

<sup>39</sup> We use these US examples as data on similar Canadian towns is not available.

commemorative plaques with community member names on them. This provided a sense of ownership to the local residents. A nearby Wal-Mart volunteered to donate energy efficient light bulbs thereby reducing energy bills. The creek walk was also part of the long-term community plan to further the development of parks, playgrounds, multi-use sports fields and a gymnasium for the Town. The Town recruited a design student for a University in Charlotte to draft the architectural plans for this next phase of development.

The second part of the Town's strategy was to sponsor festivals. They believed that festivals would increase community cohesion and attract tourist spending. Their main event was a rhododendron festival which included a street fair, antique car show, children's activities and other cultural attractions. Vendor tents were also situated along the creek walk area. The events attract thousands of visitors each year who eat at the local restaurants and shop at the local artisan studios.

The outcomes of the Town of Bakersville's economic development initiatives include:

- Four new businesses and nine new jobs are attributed to the construction of the creek walk.
- From 2003 to 2007, 10 vacant downtown buildings were occupied by new art galleries, restaurants or service businesses.
- In 2006, the Rhododendron Festival attracted between 2,000 and 3,000 visitors.
- The Rhododendron Festival is responsible for bringing \$750,000 in grant funding to Bakersville.

## 7.2 Columbia, North Carolina – Ecotourism Strategy

Columbia is in the eastern portion of North Carolina and has a population of 891 (2010). Traditionally, the economy was dominated by the timber industry and some agriculture (corn, rice and cotton). Peak population levels were reached in the 1950s and ever since there has been a steady decline in population and economic activity. Poverty rates were also high. The Town tried to attract new manufacturing businesses in the 1970s and 1980s but was unsuccessful. The Town eventually received funding to conduct a comprehensive community plan in the 1990s. Through the planning process, the Town and participating residents expressed a desire to focus on a few major projects. These included a downtown renovation, construction of a visitor's centre and a riverfront boardwalk. In addition, ecotourism became the focal point of their economic development strategy. The concept was to reject taking advantage of the natural environment and instead to develop the economy around pristine nature.

The Town joined with neighboring communities to promote a regional ecotourism industry. While in discussions with the state Department about funding options to start such a process, the Town learned that other surrounding communities were also interested in a similar strategy and were even independently lobbying state legislators for eco-tourism related finance. Columbia and some surrounding communities created a regional NGO called the Partnership for the Sounds in 1993. They collectively applied for ecotourism funding instead of competing against one another for the grants. The goal of the partnership was to collectively develop ecotourism facilities for each community that would work together as a cooperative network.

The second part of Columbia's ecotourism strategy was to use land transfer arrangements to preserve land around the community. They purchased lands around the Town via several partnerships with government agencies and NGOs. They also revived the community's vision for a visitor's centre and board walk. Through the Partnership for the Sounds, they secured a grant to construct both items. They also utilized additional funding from government agencies and used the Youth Corps to build the facilities.

The outcomes of the economic development initiatives include:

- A 4-H environmental education centre with a meeting room, dining areas and hotel-style executive lodges.
- Tourism increased to 400,000 visitors each year.
- 100 jobs were created in Columbia.
- \$15 million in grant funding have been received for ecotourism related projects.

### 7.3 Cape Charles, Virginia – Eco-Industrial Park

The population of Cape Charles Virginia was 1,009 as of 2010. Located on the Atlantic Ocean, the Town's local economy was traditionally dominated by fishing, agriculture and food processing. The food processing plants closed down and the fishing stock had been decimated due to overfishing and water pollution from run off. To address the need for new economic development, the Town's strategy was to develop an eco-friendly industrial park. They received government grants to research innovative ways to balance economic growth with coastal resource protection. The Town partnered with several government agencies to hire a sustainable development planner. The planner created a volunteer task force to identify achievable tasks to build the economy and preserve local assets.

The Town held a series of public meetings to solicit feedback from residents on how they should pursue job growth. The recommendation was to create a new type of industrial park to reduce

water and resource use while allowing businesses to take advantage of the industrial park setting. The Town secured the government funding to build the park that they called ‘Sustainable Technologies Industrial Park’ which had solar panels, protected wetlands, had low energy lighting, a water recycling system, and used native landscaping. The town also leveraged funding from private companies.

The outcomes of the economic development initiatives include:

- 65 new jobs.
- Federal and state sustainability criteria was later established that prevented some business locating in the park, thus there were still empty spaces.
- Community leaders worked with nearby community colleges to utilise the vacant spaces.

#### 7.4 Spruce Pine, North Carolina

As of 2010, Spruce Pine, North Carolina had a population of 2,175. Spruce Pine was a former mining town and manufacturing centre in the early part of the twentieth century. Mechanization and railway closures led to the decline of these industries. Tourism was the only remaining regional economic activity and several annual festivals were held in the town that centred around local artists and writers, one of which was a famous children’s author.

In the late 1990s and early 2000s, the Town developed a strategy that was administered by the local chamber of commerce to support local entrepreneurship by addressing the needs of the local artists. The Town’s approach involved the creation of a catalogue that marketed locally produced crafts. This strategy did not rely heavily on government funding and promoted self employment opportunities. Through the Town’s initiative, local artists receive 87 percent of the proceeds marketed through the program, the remaining funds went into a foundation that promoted and marketed the products and administered a college scholarship program. All the products were available in a retail store in the Town. A marketing consultant and design firm were hired to develop the project logo, style and packaging for their mail-order catalogue.

The outcomes of the economic development initiatives include:

- Employees hired at the retail store.
- Artists had a stream of income beyond their self-promoted services.
- Creation of an artist’s creative community and additional tourism opportunities.

## 7.5 Tyron, North Carolina

Tyron, North Carolina has a population of 1,646 as of 2010. Tyron is a remote, rural community with limited internet access. Moreover, internet literacy was a continuous challenge throughout the community. In light of these limitations, Tyron's leaders approached private internet provider firms to explore the opportunities for updating their internet coverage. Each provider declined saying that the demand in the Town was insufficient to justify the cost. The Town chose to provide faster internet themselves.

In the early 2000s, the Town used a statewide technology grant to create a steering committee to investigate the viability of installing a fiber optic network in the community. The committee concluded that it was indeed viable and applied for government funding. The committee decided that they wanted to be a leader in state-of-the-art fiber optics and was awarded various governed grants to install a seven-mile fiber arc from the Town's downtown to a neighbouring community. To establish a customer base, they positioned the infrastructure near interested customers. Local schools and businesses and government services all purchased bandwidth, resulting in widespread access to cutting edge technology and allowed residents and businesses to stand on a level playing field with their urban neighbouring communities. To manage the network, the steering committee established a non-profit volunteer board which allowed the Town to sell bandwidth at the lowest possible price.

The outcomes of the economic development initiatives include:

- The Town secured over \$1,000,000 in grant money in 2006.
- Connected the Town to other centers via the internet.
- Provided the ability for local businesses to be competitive in the region

## 8.0 Economic Analysis Conclusions

A basic conclusion of the economic analysis is that Spanish is on a slight upwards trajectory since HSAL conducted community profiling in 2012. Population is increasing as is educational attainment. There is growth in new occupations although there is a need to provide more job opportunities within the community. Spanish has strengths in retail trade, tourism, accommodation and food services, transportation and warehousing, and educational services. It also has the presence of some emerging sectors such as information and cultural industries which may be indicative of the presence of knowledge-based businesses. Moreover, Municipal finances are in good shape, enabling the community to be competitive as it moves to attract growth and investment. Spanish can continue to build on its strength in each of these core sectors and plan for future growth by ensuring that enhanced strategies are developed to support entrepreneurship, youth retention, business retention and expansion, and investment attraction.

**Appendix B – Actions and Implementation Plan**



# Town of Spanish

## Actions and Implementation Plan



April 30, 2018



H A R D Y  
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AND ASSOCIATES

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## 1.0 Town of Spanish Goals, Actions and Implementation Plan

The following provides our recommendations for achievable and realistic priorities, goals and actions for Spanish over the 10-year planning horizon.

HSAL reviewed all the advice and feedback provided to us by the Strategic Planning Team at the focus group meeting on February 8, 2018 and the general public at the March 8, 2018 Open House. We also conducted interviews with key stakeholders from the Town, community members, local business owners and service providers, to provide us with further in-depth knowledge. Moreover, we conducted interviews with representatives from government ministries and agencies to provide additional context and background to our recommended path forward for the Town of Spanish.

## 2.0 Operational Method

To carry out the recommended goals and actions in **Section 3.0** below, the Town of Spanish will need to increase its operational resources to include the following staff/ volunteer positions/roles:

- 1) Economic Development Officer
- 2) Community leaders/ champions and committees answerable to Council
- 3) Grant writer

Spanish currently has limited resources to execute the actions put forth in this Strategic Plan. An Economic Development Officer (EDO) will need to be hired to lead the implementation of this Plan. Currently, the funding from FedNor to hire this individual is predicated upon this Strategic Plan's completion<sup>1</sup>. Therefore, this document, assumes the hiring of the EDO and delegates responsibility for several of the actions to this individual.

Moreover, in efforts to making actions more achievable, there will also need to be resources provided by the community in the form of community leaders and champions in order to implement this Plan. The following provides an overview of individuals required by the Town in order to fill this role:

- **Tourism and events community champion**
- **Employment and local business community champion**
- **Health care community champion**
- **Downtown core community champion**
- **Recreation community champion**

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<sup>1</sup>Government of Canada. Community Investment Initiative for Northern Ontario. <http://fednor.gc.ca/eic/site/fednor-fednor.nsf/eng/fn04333.html>. This program has a continuous intake and does not close.

- **Youth leader community champion**
- **Waterfront community champion**

In addition to the community champions listed above, in each subsequent section we have indicated when a goal requires an organized and dedicated set of volunteers, and where a committee should be developed (e.g. Downtown Core and Committee, Mayor's Youth Committee). Existing committees have been utilized where available (each committee's Terms of Reference should be expanded to assist with the implementation of the Strategic Plan).

Finally, several of the recommendations in this plan will require funding. Spanish has had limited success in winning grants and as a priority will need to acquire the skills of an experienced grant writing individual. This role could also be filled by a consultant and someone on contract. Additionally, we recommend that Spanish create synergies with Sagamok First Nation's grant writer as part of its partnership efforts.

### **3.0 Community Vision, Strategic Pillars and Goals**

The Strategic Planning framework is comprised of a community vision, strategic pillars (five for this Plan), goals, actions and an implementation strategy. See **Figure 1** below for definitions:

**Figure 1: Strategic Planning Framework**

|                            |  |
|----------------------------|--|
| <b>Community Vision</b>    | A community vision statement describes the ideal future of Spanish. It is a snapshot of Spanish in the year 2028 that summarizes the desired character and characteristics of the community. The vision forms a guide for the Strategic Plan.        |
| <b>Strategic Pillars</b>   | Strategic Pillars provide strength and support for something. They function to hold up the Vision Statement. Strategic Pillars correspond to the areas of key priority that the Town and its residents must address to achieve the Vision Statement. |
| <b>Goals</b>               | The goals under each Strategic Pillar identify in more detail what the Town and its residents need to accomplish in order to deliver each Strategic Pillar.  |
| <b>Actions</b>             | The actions refer to specific tasks that need to be taken to achieve the objective.  |
| <b>Implementation Plan</b> | The implementation section includes the steps necessary to ensure that the proposed actions are implemented by Spanish and progress is measured.   |

### 3.1 Community Vision

At the February 8, 2018 Strategic Planning Team meeting, participants devised the following Community Vision:

*“Spanish: Looking to the Future, Treasuring Our Past. A safe, affordable, progressive community based on family values with a diverse population. The natural environment is our forefront. We provide healthy living with an abundance of opportunities, jobs, tourism and recreation. A dream lifestyle developed around our waterfronts with potential to grow.”*

### 3.2 Guide to the Strategic Pillars and Actions

We have provided an easy to follow guide for the strategic pillars, goals and actions. The detailed descriptions of each goal and action can be found in Sections 3.3 to 3.7.

#### Strategic Pillar 1: Downtown Core

##### Goal 1: Streetscape and Beautification

- Action A) Revitalization and streetscape plan
- Action B) Public space maintenance program

##### Goal 2: Points of Interest

- Action A) Identify points of interest/landmarks
- Action B) Wayfinding signage strategy

##### Goal 3: Business Assistance

- Action A) Business and volunteer assistance program

#### Strategic Pillar 2: Health and Community Well-Being

##### Goal 1: Enhanced Services

- Action A) Expand Medical Committee

#### Strategic Pillar 3: Growth and Retention

##### Goal 1: Investment Readiness

- Action A) Marketing and branding plan
- Action B) Update website

##### Goal 2: Infrastructure, housing, energy

- Action A) Municipal asset management plan
- Action B) Energy efficiency
- Action C) Affordable housing

##### Goal 3: Population Diversity

- Action A) Youth working group
- Action B) Technology career fair

##### Goal 4: Partnerships

- Action A) Expand Economic Development Committee

### Strategic Pillar 4: Tourism and Recreation

|                                 |                                   |
|---------------------------------|-----------------------------------|
| Goal 1: Destination Tourism     | • Action A) Destination marketing |
| Goal 2: Community Events        | • Action A) Events and festivals  |
| Goal 3: Recreational Facilities | • Action A) Expand programming    |

### Strategic Pillar 5: Waterfronts

|                          |   |
|--------------------------|---|
| Goal 1: Cottage Lots     | • Action A) Lot development plans       |
| Goal 2: Marina Expansion | • Action A) Waterfront development plan |

### 3.3 Strategic Pillar 1 – Downtown Core

Spanish’s downtown core is home to a limited mix of specialty shops, a restaurant and local services. Small business accounts for the largest percentage of employment and internal economic trade nationally. Growth in this sector is important to the overall well-being of the economy and in particular, to support broad initiatives in tourism where the merchandise inventory and services of small unique retailers is an essential ingredient to the success of these businesses. Therefore, support for the downtown core is essential for community development and growth.

There are three goals for this strategic pillar:

1. Streetscaping and beautification
2. Creation of points of interest
3. Businesses assistance

To lead the transformative processes proposed under this Strategic Pillar, we propose that in addition to the community champions as listed in **Section 2.0**, a Downtown Core Committee should be formed (and be answerable to Council) to provide the base of volunteers to move the plans ahead. The Downtown Core Committee should be chaired by the community champion. The first task of the volunteer community champion will be to form the Committee. The Downtown Core Committee's Terms of Reference will capture the aforementioned three goals for the Downtown Core Strategic Pillar.

### 3.3.1 Goal 1: Streetscaping and beautification

Spanish has a significant underused opportunity. And that is, there are thousands of potential customers, investors and new residents continually passing through Town. Spanish needs to have a downtown area that is interesting, welcoming and attractive to residents, visitors and potential customers and investors. This is achieved through an enhanced streetscape.

'Streetscape' is a term used to describe the natural and built fabric of the street and defined as the design quality of the street and its visual effect. The concept recognizes that a street is a public place where people are able to engage in various activities. Streetscapes and their visual experience influence public places where people interact. The streetscape ultimately helps define a community's aesthetic quality, economic activity, health, and sustainability<sup>2</sup>. Creating and designing a community beautification project, as a core part of the streetscape enhancement can be achieved through the Town of Spanish developing a community revitalization and streetscape plan.

A successful streetscape has multiple aspects. Because all roads have multiple users and serve many functions, each streetscape design must be context-sensitive. The Plan must consider the context or physical setting and use design approaches and materials that are consistent with local conditions, in this case, Highway 17. A streetscape needs to have boundaries to ensure safe travel for all roadway users. Signs, curbs, fences and landscaping will create an inclusive, yet safe environment to provides a sense of physical comfort for diverse users and activities<sup>3</sup>. The aesthetic appeal elements of beautification initiatives, attractive lighting, street furniture, and clean streets contribute to a town's sense of place. Amenities and events should be designed to get people out of their cars to socialize and interact with their environment and community<sup>4</sup>.

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<sup>2</sup> University of Delaware, 2018. Complete Communities. Accessed Online:  
<http://www.completecommunitiesde.org/planning/complete-streets/streetscaping/>

<sup>3</sup> University of Delaware, 2018. Complete Communities. Accessed Online:  
<http://www.completecommunitiesde.org/planning/complete-streets/streetscaping/>

<sup>4</sup> University of Delaware, 2018. Complete Communities. Accessed Online:  
<http://www.completecommunitiesde.org/planning/complete-streets/streetscaping/>

Participants mentioned that currently, Spanish has no attractions to get people to stop and explore the community as they are passing through en-route to another destination. People also noted that there were issues of traffic safety that could be addressed by the use of traffic slowing mechanisms such as stop lights and street lighting (e.g. as the highway curves around the downtown core). Traffic slowing devices such as these would also function to lessen traffic noise and increase safety for pedestrians along Highway 17. Participants also noted that at one-time Spanish had public washrooms that would entice travelers to stop in the community. Participants identified the need to have the ability to walk from businesses to business as well as to have more amenities on the highway. Moreover, having traffic slow down while driving through Spanish may also function to abate some noise issues linked to traffic speeding through the community. In relation to connectivity, there is a need to connect the downtown core with the residential areas to the east.

In addition, the upkeep of the community is vitally important to the beautification process. A public space maintenance program can be a large expense for the Town if not conducted effectively. Spanish can develop a plan with a calculated approach to development, standards, partnerships, guidelines for resource allocation, and evaluation tools. Also, partnerships with local businesses, services clubs and resident's groups for assistance with financing and resources can be beneficial. Grassroots partnerships can also be beneficial to give ownership of public spaces to the community.

Actions to achieve this goal are described in the table below.

| Strategic Pillar 1: Downtown core  |   |                                     |   |  |  |
|--|---|-------------------------------------|---|--|--|
| Goal 1: Streetscaping and beautification   |   |                                     |   |  |  |
| Action   | Lead Responsibility                       | Support                             | Short-Term (2 months)   | Mid-Term (2 to 12 months)  | Long-term (12 to 36 months)  |
| A) Downtown Revitalization and Streetscaping Plan to be commissioned and recommendations implemented | Town and downtown core community champion | Council and Downtown Core Committee | <p><b>A i)</b> Create a Downtown Core Committee. The initial task would be to look at the streetscape study conducted in the 1990s and determine if it can be used currently or needs updating. Decide how to submit application for new Plan's funding.</p> <p><b>Cost \$0</b></p> | <p><b>A ii)</b> If the Committee's decision is to commission a new study, the Town in collaboration with the Committee will need to prepare a RFP to retain a consultant to conduct a Downtown Revitalization and Streetscape Study.</p> <p><b>A iii) Funding:</b> Apply for funding through Association of Municipalities of Ontario (AMO)'s (on behalf of OMAFRA) 'Ontario's Main Street Revitalization Fund' through the Municipal Fund</p> | <p><b>A iv)</b> Project construction occurs</p> <p><b>A v) Funding:</b> Funding for beautification construction work also can be accessed from the Northern Ontario Heritage Fund Corporation's Strategic Economic Infrastructure Program<sup>8</sup>.</p> <p><b>Also:</b></p> <p>The Ontario Trillium Foundation's OTF Investment Stream: Capital (\$5,000 to</p> |

<sup>8</sup> Northern Ontario Heritage Fund Corporation's Strategic Economic Infrastructure Program. Accessed Online March 2018. <https://nohfc.ca/en/pages/programs/strategic-economic-infrastructure-program>.

| Strategic Pillar 1: Downtown core        |                     |         |                       |  |  |
|--|---------------------|---------|-----------------------|--|--|
| Goal 1: Streetscaping and beautification |                     |         |                       |  |  |
| Action                                   | Lead Responsibility | Support | Short-Term (2 months) | Mid-Term (2 to 12 months)  | Long-term (12 to 36 months)  |
|  |                     |         |                       | <p>Agreement process<sup>5</sup>. The Town of Spanish is eligible for \$38,275.39 under this program<sup>6</sup>. A Bylaw will need to be passed to enable the Municipal Funding Agreement.</p> <p>Funding for streetscape planning can be accessed from the Northern Ontario Heritage Fund Corporation's Strategic Economic Infrastructure Program<sup>7</sup>.</p> | <p>\$150,000 over one year)<sup>9</sup>.</p> <p>Also</p> <p>FedNor's Community Economic Development program<sup>10</sup>. FedNor will support up to 33 percent of eligible capital and up to 50 percent of eligible non-capital costs.</p> |

<sup>5</sup> Downtown Revitalization Program. Accessed March 2018. <https://www.ontario.ca/page/downtown-revitalization-program>

<sup>6</sup> Amount available as estimated by Pam Lortie, Town of Spanish CAO. Under the Municipal Fund Agreement process, project notification and communications as well as an Annual Result Report will need to be submitted to AMO.

<sup>7</sup> Northern Ontario Heritage Fund Corporation's Strategic Economic Infrastructure Program. Accessed Online March 2018. <https://nohfc.ca/en/pages/programs/strategic-economic-infrastructure-program>.

<sup>9</sup> Ontario Trillium Fund Investment Steam: Capital. Accessed online March 2018. [https://otf.ca/sites/default/files/capital\\_stream.pdf](https://otf.ca/sites/default/files/capital_stream.pdf)

<sup>10</sup> FedNor's Community Economic Development Program. Accessed Online March 2018. <http://fednor.gc.ca/eic/site/fednor-fednor.nsf/eng/fn03440.html>

| Strategic Pillar 1: Downtown core          |  |   |  |  |                             |
|--|--|---|--|--|-----------------------------|
| Goal 1: Streetscaping and beautification   |  |   |  |  |                             |
| Action                                     | Lead Responsibility  | Support                                       | Short-Term (2 months)  | Mid-Term (2 to 12 months)                                      | Long-term (12 to 36 months) |
|  |  |   |  | Approximate cost of study to commission = \$40,000 to \$50,000 |                             |
| <b>B) Public space maintenance program</b> | Downtown core community champion and Downtown Core Committee | Community volunteer base and local businesses | <p><b>To be completed as opportunity arises:</b></p> <p><b>B i)</b> Downtown Core Committee to research and develop public/private maintenance partnerships to address financing and resources to keep up maintenance of public and private spaces in Spanish. Investigate potential for grassroots partnerships opportunities with resident’s groups, service clubs and other local businesses. Implement maintenance program.</p> <p><b>B ii)</b> Develop a maintenance schedule.</p> <p><b>B iii)</b> Investigate the opportunity to implement an ‘Invest-a-Highway’ Program in Spanish. To be established as a public service program for volunteers to enhance the local litter collection activities by picking up litter along HWY 17.</p> <p><b>Cost \$0</b></p> |  |                             |

### 3.3.2 Goal 2: Creation of points of interest

Due to topography and structures, people driving through Spanish are not aware that they are in close proximity to recreational activity, a functional waterfront with marinas and trails. Due to the same conditions, boaters visiting Spanish are also not aware of core area stores and community features that are either not easily visible or are further afield.

Community landmarks and features that Spanish should showcase include the Four Seasons Marina Complex, the former Residential School, the Municipal buildings and Library, the Royal Canadian Legion, the Spanish River Delta Marsh, the northern cottage lakes, and any other new features that may be developed as a result of this Strategic Planning process. The private marinas could also benefit from stronger promotion.

Communities advertise points of interest using wayfinding strategies. Wayfinding functions to inform people of the surroundings in the (unfamiliar) build environment and promotes a walkable community. It is important to show information at strategic points along the way to guide people in the right directions. This can be a utilitarian function of streetscape design to guide people to certain points of interest and it can almost function as a point of interest unto itself. There is a need for the wayfinding strategy to connect the harbor and marina complex with the downtown core. This is especially important for tourists arriving via boat to draw them to the downtown core businesses. Moreover, the wayfinding strategy can also tie into the marketing and branding strategy proposed in **Section 3.5.1**.

Actions to achieve this goal are described in the table below.

| Strategic Pillar 1: Downtown core                    |   |                                     |  |  |                             |
|--|---|-------------------------------------|--|--|-----------------------------|
| Goal 2: Creation of points of interest and landmarks |   |                                     |  |  |                             |
| Action   | Lead Responsibility                       | Support                             | Short-Term (2 to 4 months)   | Mid-Term (4 to 12 months)  | Long-term (12 to 36 months) |
| <b>A)</b> Identify points of interest and landmarks  | Town and downtown core community champion | Council and Downtown Core Committee | <b>A i)</b> See <b>Section 3.3.1</b> for the links with the streetscaping plan which will consider points of interest and landmarks. Sponsor a Saturday morning community walkabout or community photo contest to                                    |  |                             |
| <b>B)</b> Wayfinding signage strategy                | Town and downtown core community champion | Council and Downtown Core Committee | <b>B i)</b> Wayfinding strategy to be prepared as part of the Streetscaping Plan. See <b>Section 3.3.1</b> for a description of the process and funding required.<br><br>Ensure this is a major focus of the plan and document all existing signage. | <b>B ii)</b> Ensure that there is a user survey and community input to ensure the strategy is reflective of the community's understanding of points of interest. |                             |

### 3.3.3 Goal 3: Business assistance

Business assistance can be achieved by providing a modest funding program to assist local businesses to enhance storefronts, and secure temporary or part time employees to assist them with enhancements and beautification for their properties. The fund would also be used to support voluntary groups. Local businesses support would also include support for advertising, promotion and marketing. The employment and local business community champion along with the Downtown Core Community Committee would be tasked with initiating and running this process.

A key part of local economic development would involve promoting the Spanish downtown core to people traveling by on the highway. There needs to be focus on getting people out of their vehicles to walk around and visit local business. This can be accomplished by holding Saturday festivals by the covered shelter. Activities could include but are not limited to live music, farmer's/flea market, vintage car show, a roadside stall selling local goods and art. In addition to the Town funding support, weekend festivals can be sponsored by local businesses, Town Committees, or local voluntary organizations.

Actions to achieve this goal are described in the table below.

**Strategic Pillar 1: Downtown core**

**Goal 3: Business assistance**

| <b>Action</b>   | <b>Lead Responsibility</b>   | <b>Support</b>   | <b>To be completed as opportunity arises:</b>   |
|---|------------------------------|--|---|
| <b>A)</b> Create a Spanish business and volunteer organization assistance program | Economic Development Officer | Employment and local business champion, Downtown Core Committee, and Planning and Economic Development Committee | <b>A i)</b> The Community Champion and Committee to work together to find ways to promote local businesses with marketing efforts and other ventures.<br><br><b>A ii)</b> Create programming to showcase the downtown core (e.g. In the summer have Saturday music, farmers/flea market, vintage car show, local artists roadside stall, etc. In the Fall and Winter have a snowmobile/ ATV swap meet, ice carving, etc.). Have local volunteer organizations or Town Committees sponsor the events.<br><br><b>Cost \$0</b> |

### 3.4 Strategic Pillar 2 – Health and Community Well-being

An important part of creating a sustainable community is providing safe, healthy and vibrant lifestyles and ensuring that there are municipal operations and governance in place to develop, maintain and enhance the required programs and services. Having a reputation for enjoying a great quality of life provides a key locational and comparative advantage for the Town. It will be an important goal for Spanish to build social capital, support its people, their skills and social facilities, in addition to developing a high quality of life through leadership, planning and good governance.

**There is one goal under this strategic pillar:**

#### **1. Access to increased/enhanced medical services and community support programs**

To facilitate the actions under this goal, the Town of Spanish will need to draw upon leadership from the health and well-being community champion as well as the already established Medical Clinic Committee. The Medical Clinic's Committee's Terms of Reference will need to be expanded to include the aforementioned goal under this Strategic Pillar.

#### 3.4.1 Goal 1: Access to increased/enhanced alternative medical services and community support programs

A range of medical and community support services contributes to the quality lifestyle enjoyed by residents. A strong community sector is also an important indicator of the health and depth of a community's social infrastructure. Access to services (ranging from children's services through to elderly care and support of families, youth and people with disabilities) helps organizations decide whether to locate to the area. There is also a need to put strategies in place to address the aging population and 'aging in place'. At a provincial level, governments and the health sector (e.g. LHINs) are currently embarked on a social revision of special services standards to help individuals age at home (e.g. PATH (Priority Assistance Home) programs).

The Town of Spanish has two clinics: the Spanish Medical Clinic and a Dental Clinic in the same building. Spanish also has a full-time doctor (which is rare in rural communities the same size as Spanish) and a dentist. While access to health care services and clinics is available in Algoma Region for basic services, it is still limited in the Town of Spanish. Residents have access to a variety of health care facilities in other centres (e.g. Town of Blind River, City of Elliot Lake, Town of Espanola) that can adequately provide services to the local population and potential future residents. Emergency services and coronary care are provided in Elliot Lake, Espanola and Blind River.

For the aging population and to increase the quality of life, Spanish needs to expand medical services in the Town and lessen travel times to specialists and alternative health care providers elsewhere. A health care needs assessment would normally precede the recommendation for

additional services. But, such a study is beyond the scope and ability of the municipality. That said, participants mentioned that they would like to have access to additional preventative health services such as naturopaths and chiropractors. Supportive health services are also desired (e.g. pre and post-natal care, mental health programming, substance abuse counselling, etc.).

Actions to achieve this goal are described in the table below.

**Strategic Pillar 2: Health and Community Well-Being**

**Goal 1: Access to increased/enhanced medical services and programs**

| Action   | Lead Responsibility                            | Support                         | When the opportunity arises:   |
|--|--|---------------------------------|--|
| <p><b>A)</b> Expand Terms of Reference for Medical Committee</p> | <p>Town and health care community champion</p> | <p>Medical Clinic Committee</p> | <p><b>A i)</b> Expand the Medical Committee’s Terms of Reference (ToR) to provide improved/increased medical services and age appropriate support programs for all age groups in Spanish. The ToR should be expanded to the considerations listed below.</p> <p><b>A ii)</b> Enabling alternative health care practitioners (physiotherapy, chiropractor, etc.) and support workers (e.g. mental health programs, pre and post-natal care, substance abuse, etc.) to easily and affordably use clinic space in the community.</p> <p><b>A iii)</b> Work with Algoma District Services Administration Board to implement programs for an aging population (e.g. Seniors Care Analysis, ‘Aging in Place’, PATH).</p> <p><b>A iv)</b> Enable residents to easily access required programming out of town (e.g. by use of a driving pool or Uber to get people to appointments).</p> <p><b>A v)</b> Focus on maintaining current medical service to ensure current service providers are satisfied.</p> <p><b>A vi)</b> Develop a partnership structure to engage stakeholder support and provide resources to implements plans.</p> |

### 3.5 Strategic Pillar 3 – Growth and Retention

A large portion of business growth and job creation is normally generated by existing businesses in the community. Therefore, business retention and expansion efforts play an important role in this community economic development strategy. As a forward-oriented community, Spanish is looking to grow its economy by improving and developing the conditions and amenities that will make it attractive to a highly skilled, motivated and talented labour force. To address these issues, Spanish needs to pursue growth and build local infrastructure, social capital and retain local businesses.

**This strategic pillar has four goals:**

- 1. Economic development and investment readiness**
- 2. Infrastructure, housing and energy**
- 3. Attracting a more diverse population**
- 4. Partnerships with surrounding communities**

To carry out the actions proposed under this Strategic Pillar, we propose that in addition to the tourism and events community champion, the already established Planning and Economic Development Committee provide the base of volunteers to move the plans ahead. The Committee's Terms of Reference will be updated to capture the goals for the Growth and Retention Strategic Pillar.

#### 3.5.1 Goal 1: Economic development and investment readiness

Investment readiness is the foundation of all successful economic development. It can ensure that the tools necessary to attract and retain the investors are on hand. To attract investment a community must provide potential investors with the information they require when they require it (e.g. community and economic profile, website, etc.). The materials need to be continuously updated.

Based on this Strategic Plan, a plan for marketing Spanish to prospective investors is required. Part of this involves the municipality creating a marketing and branding plan. Other Ontario municipalities have conducted these processes with great success. A strong unified marketing presence that distinguishes Spanish within the broader region could benefit the community. This can include increased online presence, signage on major regional and provincial highways, distribution of promotional materials, attending relevant trade shows, etc. There are many examples of communities who have made small changes that have made a big impact on how their community would be perceived by prospective investors. The basis for their marketing strategies frequently revolve around digital marketing and online appeal. Updating the municipal website along with a community branding strategy would be an initial step.

Actions to achieve this goal are described in the table below.

| Strategic Pillar 3: Growth and retention              |                              |   |  |   |  |
|---|------------------------------|---|--|---|--|
| Goal 1: Economic development and investment readiness |                              |   |  |   |  |
| Action  | Lead Responsibility          | Support                                     | Short-Term (6 to 12 months)  | Mid-Term (12 to 24 months)  | Long-term (24 to 36 months)  |
| A) Commission a Marketing and Branding Plan           | Economic Development Officer | Planning and Economic Development Committee | <p><b>A i)</b> Prepare a RFP to retain consultant to conduct a detailed marketing plan for the Town. Also includes a branding strategy and a portion related to destination marketing as discussed in <b>Section 3.6.1</b>. Also consider incorporating local heritage and culture (e.g. residential school tours and Pickerel run).</p> <p><b>A ii) Funding:</b><br/>The OMAFRA RED program offers funding for marketing and branding activities and diversifying the local economy<sup>11</sup>:</p> | <p><b>A iii)</b> Implement marketing plan and distribute promotional material at conferences and tradeshow. Work with partners to promote the quality of life and community well-being and Spanish being a place to live, play and invest.</p> <p><b>Cost \$0</b></p> | <p><b>A iv)</b> Investment of money into the Town's appearance with the new brand imagery (e.g. signage to advertise Spanish events and festivals). Advertising in traditional media (e.g. Moose FM and Mid North Monitor) as well.</p> <p><b>Cost TBD</b></p> |

<sup>11</sup> Cannot be used on combination with other government funding sources.

| Strategic Pillar 3: Growth and retention              |                              |   |   |   |  |
|---|------------------------------|---|---|---|--|
| Goal 1: Economic development and investment readiness |                              |   |   |   |  |
| Action  | Lead Responsibility          | Support                                     | Short-Term (6 to 12 months)   | Mid-Term (12 to 24 months)  | Long-term (24 to 36 months)  |
|   |                              |   | <p>Also, a grant application/ business case can be submitted to the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) under the Rural Economic Development Program (RED).</p> <p>RED covers up to 50 to 90% of project costs up to \$100,000.00.</p> <p>Grant applications open on July 30 and close on September 28, 2018<sup>12</sup>.</p> <p><b>Cost \$30,000.00 – 40,000.00.</b></p> |   |  |
| <b>B)</b> Update the municipal website                | Economic Development Officer | Planning and Economic Development Committee |   | <b>B i)</b> Revising the website will be part of the marketing plan. Retain a web | <b>B iii)</b> Continuous updates to website to keep materials up to date and relevant. |

<sup>12</sup> OMAFRA RED Program Accessed Online March 18, 2018. <https://www.ontario.ca/page/rural-economic-development-program>

| Strategic Pillar 3: Growth and retention              |                     |         |                             |  |  |
|---|---------------------|---------|-----------------------------|--|--|
| Goal 1: Economic development and investment readiness |                     |         |                             |  |  |
| Action  | Lead Responsibility | Support | Short-Term (6 to 12 months) | Mid-Term (12 to 24 months)   | Long-term (24 to 36 months)                  |
|   |                     |         |                             | <p>developer and implement update/revision.</p> <p>Advertising community economic initiatives on the new website can increase development/ investment appeal for the Town.</p> <p><b>B ii) Funding:</b><br/>The Northern Communities Investment Readiness (NCIR) initiative promotes and supports a strong investment attraction climate in Northern Ontario. It assists northern communities to develop the tools and capability to attract, receive and successfully explore</p> | <p><b>Cost \$3,000.00 to \$6,000.00.</b></p> |

| Strategic Pillar 3: Growth and retention              |                     |         |                             |  |                             |
|---|---------------------|---------|-----------------------------|--|-----------------------------|
| Goal 1: Economic development and investment readiness |                     |         |                             |  |                             |
| Action  | Lead Responsibility | Support | Short-Term (6 to 12 months) | Mid-Term (12 to 24 months)   | Long-term (24 to 36 months) |
|   |                     |         |                             | investment opportunities. Funds up to 75% of the costs up to \$10,000.00.<br><br><b>Cost \$10,000.00 to 15,000.000</b> |                             |

### 3.5.2 Goal 2: Infrastructure, housing and energy

Sound infrastructure is a key condition for attracting and retaining investment in a community.

The Spanish strategic planning discussions heard from many participants on the need to improve infrastructure in certain areas. Their definition of infrastructure was expanded to include affordable housing.

Participants identified the need for additional housing stock and in particular, affordable housing. They stated rental housing was hard to obtain and this was posing a problem for suitable housing available for youth and young families. To this end, the Spanish Official Plan (2017) indicates that the development of garden suites and apartments above commercial space is allowed. As the Plan takes effect, the likelihood of improving the supply of affordable housing will build.

In addition, many Ontario municipalities also take advantage of Provincial funds to conduct infrastructure asset management and energy efficiency planning. As there is Provincial funding available to Spanish to conduct municipal asset management, it would be prudent for the Town to advance the development of an asset management plan. Municipal building energy efficiency initiatives in the form of an Energy Efficiency Plan would also be important for the Town as a cost saving measure. As a more immediate step in helping people with their homes in Spanish, the Town can also connect residents to energy efficiency programs (e.g. Hydro One Save on Energy Home Assistance Program).

Actions to achieve this goal are described in the table below.

| Strategic Pillar 3: Growth and retention  |                     |                    |  |  |  |
|---|---------------------|--------------------|--|--|--|
| Goal 2: Infrastructure and Housing        |                     |                    |  |  |  |
| Action                                    | Lead Responsibility | Support            | Short-Term (6 to 12 months)  | Mid-Term (12 to 24 months)   | Long-term (24 to 36 months)  |
| <b>A)</b> Municipal asset management plan | CAO                 | Town Staff         |  |  | <p><b>A i)</b> Research process on how to obtain funding from the Federation of Canadian Municipalities (FCM)' Municipal Asset Management Program. Funds available are between \$35,000 and \$50,000. Applications will be accepted until June 2020.</p> <p><b>A ii)</b> Submit application to FCM.</p> <p><b>Cost \$0</b></p> |
| <b>B)</b> Energy Efficiency               | Town Staff          | Student volunteers | <b>B i)</b> Enlist student volunteers to run an energy efficiency contest. | <b>B ii)</b> Connect residents to housing improvement programs (e.g. the Hydro One Save on Energy Home Assistance Program) | <b>B iv)</b> Create a Municipal Energy Efficiency Plan. Apply to the Municipal Energy Plan Program. 50% percent of cost to conduct this plan are   |

| Strategic Pillar 3: Growth and retention |                     |         |                             |   |  |
|--|---------------------|---------|-----------------------------|---|--|
| Goal 2: Infrastructure and Housing       |                     |         |                             |   |  |
| Action                                   | Lead Responsibility | Support | Short-Term (6 to 12 months) | Mid-Term (12 to 24 months)  | Long-term (24 to 36 months)  |
|  |                     |         |                             | <p>that will help them get free energy saving upgrades in their homes<sup>13</sup> and the Ontario Afford Ability Fund which also provides access to free upgrades to homeowners<sup>14</sup>.</p> <p>Advertise the Program on the municipal website.</p> <p><b>B iii)</b> Use student volunteers to run a contest to reduce energy consumption in the Town.</p> <p><b>Cost \$0</b></p> | <p>covered up to \$90,000.00. There is no deadline to submit applications as funding is distributed year-round<sup>15</sup>.</p> <p><b>Cost for study \$50,000.00</b></p> <p><b>B iv)</b> Issue a RFP to retain a qualified consultant to prepare an Energy Efficiency Plan for Spanish. The consultant will provide funding sources to implement the energy efficiency program.</p> <p>B v) Research other programs (e.g. Municipal GHG</p> |

<sup>13</sup> Hydro One Home Assistance Program Accessed Online March 2018. <https://www.hydroone.com/saving-money-and-energy/residential/financial-assistance/hap>

<sup>14</sup> Ontario Afford Ability Fund. Accessed Online. March 2018. <https://www.affordabilityfund.org/>

<sup>15</sup> Municipal Energy Plan Program. Accessed Online March 2018. <https://www.ontario.ca/page/municipal-energy-plan-program>

| Strategic Pillar 3: Growth and retention    |                              |            |   |                            |   |
|---|------------------------------|------------|---|----------------------------|---|
| Goal 2: Infrastructure and Housing          |                              |            |   |                            |   |
| Action                                      | Lead Responsibility          | Support    | Short-Term (6 to 12 months)   | Mid-Term (12 to 24 months) | Long-term (24 to 36 months)   |
|   |                              |            |   |                            | Challenge Fund <sup>16</sup><br>Projects must commence by July 2019 and must be complete by July 2022 with funding up to \$2 million per project) to apply to and organizations to partner with (e.g. Green Economy North for their Smart Green Communities Program). |
| <b>C)</b> Provisions for Affordable housing | Economic Development Officer | Town Staff | <p><b>When the opportunity arises:</b></p> <p><b>C i)</b> Review the Ministry of Municipal Affairs and Housing’s Municipal Guide for Facilitating Affordable Housing<sup>17</sup>.</p> <p><b>C ii)</b> Create a plan to implement affordable housing in Spanish based on provisions in Official Plan for garden suites (Section 3.5 and 3.6). Enable easy approvals for residents to implement to provide additional opportunities for rental housing stock in the community.</p> |                            |   |

<sup>16</sup> Municipal GHG Challenge Fund. Accessed Online May 2018. <http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/PRDR017538>

<sup>17</sup> Ministry of Municipal Affairs and Housing’s Municipal Guide for Facilitating Affordable Housing. Accessed Online March 2018. <http://www.mah.gov.on.ca/Page16567.aspx>

| Strategic Pillar 3: Growth and retention |                     |         |  |                            |                             |
|--|---------------------|---------|--|----------------------------|-----------------------------|
| Goal 2: Infrastructure and Housing       |                     |         |  |                            |                             |
| Action                                   | Lead Responsibility | Support | Short-Term (6 to 12 months)  | Mid-Term (12 to 24 months) | Long-term (24 to 36 months) |
|  |                     |         | <p><b>C ii)</b> Partner with local developers/businesses to discuss options for the development of additional rental housing (e.g. apartments, second story residential units in commercial buildings) as indicated in the Official Plan (Section 3.5 and 3.6). Provide assistance with municipal approvals.</p> <p>Cost \$0</p> |                            |                             |

### 3.5.3 Goal 3: Population diversity

Residents and leaders are concerned about the aging population and losing youth to outmigration for school and employment. Youth retention is a relevant subject for most small rural communities. The attraction of expanded social events and job opportunities in southern urban centres continue to drain northern communities of their youth.

A vibrant community and job opportunities are two of the main drivers to retain youth. Spanish must consider the aspirations of the young people in the community and have regular discussions on their needs. We suggest that a Mayor's Youth Committee be formed to lead youth related activities.

It can be hard for youth to have the time to participate in civic life due to school and extra-curricular commitments. The challenge is therefore to get them participating regularly during their free time and acting on their recommendations. Showing them that their voices and input is being put into policies, programs and projects can be incentive enough to entice them to continue participating.

Actions to achieve this goal are described in the table below.

**Strategic Pillar 3: Growth and retention**

**Goal 3: Population Diversity**

| Action  | Lead Responsibility                             | Support   | When the Opportunity Arises:   |
|---|---|---|--|
| <p><b>A)</b> Create a youth working group for the purpose on input on youth programming in the Town</p> | <p>Town and youth leader community champion</p> | <p>Mayor’s Youth Committee</p>  | <p><b>A i)</b> Work with schools to create Mayor’s Youth Committee, a youth leadership team that can meet to generate ideas for youth programs in Spanish. When programs are implemented, the youth leadership team can provide continued input on programming relevant to youth in the community.</p> <p><b>Cost \$0</b></p>  |
| <p><b>B)</b> Technology, science and STEM-based North Shore career fair</p>                             | <p>Town and youth leader community champion</p> | <p>Mayor’s Youth Committee, surrounding First Nations communities</p> | <p><b>B i)</b> Work with local high schools and First Nations in the North Shore communities to put on a career fair and speaker series (can also include a coding contest/ graphic design contest) to profile the local youth’s abilities and show what types of jobs are available in the internet technology sector with the goal of creating a youth technology hub in the North Shore. Use Marina Complex as venue location.</p> <p><b>B ii)</b> Work to get representatives from Shopify and other Ontario based app creators to conduct a ‘Speaker Series’ in Spanish. The goal is to attract attention to the community and provide youth from all over the North Shore the opportunity to learn about what they can do to be part of the creative economy which can be conducted remotely (from other centres) from the North.</p> <p><b>B iii) Funding:</b></p> <p>Work with local volunteer organizations in the North Shore area to get assistance and funding to put on the youth event. Also get assistance and sponsorship from local businesses.</p> |

| Strategic Pillar 3: Growth and retention |  |  |  |
|--|--|--|--|
|  |  |  | <p>Funding for youth programming is available from the Ontario Trillium Foundation's Youth Opportunities Fund which offers funding up to \$70,000 per year depending on the scale of the project<sup>18</sup>. Participate in a webinar on their website to learn how to apply for the funding.</p> <p>Funding also available from the Northern Ontario Heritage Fund Corporation's Northern Event Partnership Program<sup>19</sup>.</p> <p><b>Cost to bring speakers/ trainers to Spanish to conduct speaker series: \$30,000.00.</b></p> |

<sup>18</sup> Ontario Trillium Foundation Youth Opportunities Fund. Accessed Online March 2018. [https://otf.ca/sites/default/files/yof\\_aboutyof\\_en.pdf](https://otf.ca/sites/default/files/yof_aboutyof_en.pdf).

<sup>19</sup> Northern Ontario Heritage Fund Corporation. Northern Event Partnership Program. Accessed Online March 2018. <https://nohfc.ca/en/pages/programs/northern-event-partnership-program>.

#### 3.5.4 Goal 4: Partnerships

There are opportunities for Spanish to collaborate with local and regional stakeholders, organizations, communities and First Nations communities to deliver outcomes that are beyond the individual capabilities of their local institutions. Spanish is already part of ELNOS.

Cooperation between regional municipalities is an important way for municipalities to deliver effective and efficient services<sup>20</sup>. Moreover, intermunicipal cooperation is an effective way for municipalities to tackle issues of mutual concern and issues that cross jurisdictional boundaries. Local priorities dealing with sustainable development, economic development, utilities, or the delivery of services can easily be resolved through regional action. A collective approach can make use of cost sharing agreements, regional committees, and regional planning<sup>21</sup>.

Partnerships should include surrounding First Nations communities as well as the private sector.

Actions to achieve this goal are described in the table below.

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<sup>20</sup> Municipal Capacity Development Program. A Guide to Municipal Cooperation: Succeeding in Municipal Partnerships. Accessed Online March 2018. <http://municipalcapacity.ca/+pub/document/resource-materials/A%20Guide%20to%20Municipal%20Cooperation%20-%20Succeeding%20in%20Regional%20Partnerships%20-%20Jan.%202012.pdf>

<sup>21</sup> Municipal Capacity Development Program. A Guide to Municipal Cooperation: Succeeding in Municipal Partnerships. Accessed Online March 2018. <http://municipalcapacity.ca/+pub/document/resource-materials/A%20Guide%20to%20Municipal%20Cooperation%20-%20Succeeding%20in%20Regional%20Partnerships%20-%20Jan.%202012.pdf>

**Strategic Pillar 3: Growth and retention**

**Goal 4: Partnerships**

| Action  | Lead Responsibility                 | Support                        | Short-Term (6 to 12 months)   | Mid-Term (12 to 24 months)  | Long-term (24 to 36 months)  |
|---|-------------------------------------|--------------------------------|---|---|--|
| <p><b>A)</b> Expand the scope of the Planning and Economic Development Committee to include supportive stakeholders</p> | <p>Economic Development Officer</p> | <p>All community champions</p> | <p><b>A i)</b> Group to be made up of interested North Shore community municipal and First Nations representatives (e.g. mayors, CAOs, etc.) to discuss partnership opportunities. Organize formal and informal meetings to work together on common projects and apply for grants (e.g. working together in order to not compete against one another for funding).</p> <p><b>A ii)</b> Establish working relationship with Sagamok First Nation.</p> <p><b>A iii)</b> Establish a committed and ongoing partnership with interested agencies,</p> | <p><b>A iv)</b> Use FONOM to ensure that the role of local government and Spanish in particular is recognized in regional and provincial activities.</p> <p><b>Cost \$0</b></p> | <p><b>A vi)</b> Ongoing meetings with interested communities.</p> <p><b>A vii)</b> Leverage partnerships with regional boards, business organizations and levels of government to promote and market Spanish as a preferred location for business investment in the North Shore. Consider establishing an advisory group to help guide the discussion on local businesses. This group can help leverage network connections and use their knowledge base and</p> |

| Strategic Pillar 3: Growth and retention |                     |         |  |                            |  |
|--|---------------------|---------|--|----------------------------|--|
| Goal 4: Partnerships                     |                     |         |  |                            |  |
| Action                                   | Lead Responsibility | Support | Short-Term (6 to 12 months)  | Mid-Term (12 to 24 months) | Long-term (24 to 36 months)                                |
|  |                     |         | <p>organizations, and individual business and community champions (e.g. Algoma Workforce Investment Committee, ELNOS, Algoma Kinwabi Tourism Association, Huron North Community Economic Alliance, etc.). Advocate for business training and awareness activities that promote opportunities for expansion, providing skills development opportunities, and information relevant to local businesses.</p> <p><b>Cost \$0</b></p> |                            | <p>focus research requirements.</p> <p><b>Cost \$0</b></p> |

### 3.6 Strategic Pillar 4 – Tourism and Recreation

Spanish lies at a strategic location along the Trans-Canada Highway and on the North Channel which is one of the world's premier yachting areas and snowmobiling. There are local businesses that cater to road and retail as well as boating, fishing, hunting and snowmobiling/ATVing.

Spanish can be a much stronger destination for tourism and hospitality. It now has tourism and hospitality facilities and has the opportunity to expand its offerings. The tourism sector is regarded as one of the largest and fastest growing employment sector in the world. Strategies need to be developed that are very specifically focused on the tourism related component of the economy, leveraging existing attractions, accommodations and tourism-oriented restaurants and other services available in Spanish. Stronger efforts can be made to harness and focus the contribution of local, regional, provincial and federal agencies and the private sector to develop tourism products and market the area.

Part of the challenge is transportation and wayfinding (as discussed earlier). For example, boating tourists who access Spanish's waterfront by boat need to be enticed to visit the downtown core to shop.

**There are three goals for this strategic pillar:**

- 1. Destination tourism**
- 2. Community events, sports and festivals**
- 3. Recreational facilities**

To enable the community to carry out the actions proposed under this Strategic Pillar, we propose that in addition to the tourism and events community champion, the already established Recreation Committee can provide the base of volunteers to move the plans ahead. The Recreation Committee's Terms of Reference will be updated to capture the goals for the Tourism and Recreation Strategic Pillar.

#### 3.6.1 Goal 1: Destination tourism

Tourism is one of the key drivers of local economy. It attracts visitors to a community and creates entrepreneurial opportunities in tourism-related activities. Spanish needs to develop a marketing strategy with a goal of promoting existing features that qualify as destination tourism attractions (e.g. snowmobiling, ATVing, cottaging, boating and hunting/fishing). Destination tourism marketing is tourism advertising for a specific place that promotes a

destination (town, city, region, country) with a purpose to increase the number of visitors. In destination marketing, the goal is to encourage consumers go to the destinations.

Spanish has the opportunity to market itself on a local, regional, provincial and even international level for one of its many tourism draws. A destination marketing strategy would capture as many businesses as possible and promote Spanish as a destination that caters to all the needs for those wishing to partake in a particular activity. Part of the marketing strategy would promote a dedicated section of the Spanish website to tourism marketing. Community buy-in and local business involvement will be essential to this strategy. This will require engaging business owners to come together to promote a common tourism strategy. There will also need to be coordination with local economic development organizations (ELNOS, Algoma Kinniwabi Tourism Association, North Channel Marine Tourism Council and East Algoma Community Futures Development Corporation).

Actions to achieve this goal are described in the table below.

## Strategic Pillar 4: Tourism and Recreation

### Goal 1: Destination Tourism

| Action  | Lead Responsibility          | Support  | Short-Term (6 to 12 months)  | Mid-Term (12 to 24 months)   | Long-term (24 to 36 months)  |
|---|------------------------------|--|--|--|--|
| <b>A)</b> Create a destination marketing program and partnerships | Economic Development Officer | Tourism and events community champion and Recreation Committee | <p><b>A i)</b> The destination tourism marketing program can be conducted in conjunction with the Town marketing plan discussed in detail in Section 3.5.1. Provide recommendations on existing public attractions and increase awareness.</p> <p><b>A ii)</b> Reach out and work with local economic development organizations for assistance and guidance:</p> <ul style="list-style-type: none"> <li>• ELNOS</li> </ul> | <p><b>A iii)</b> Explore the opportunity to bring together local business interests to coordinate marketing materials such as an online visitor guide and business directory (to be made as part of Town’s website requirements). Use graphics and look and feel from the Town’s marketing and branding strategy.</p> <p><b>A iv)</b> Also, create an annual review of attractions to be</p> | <p><b>A v)</b> Collaborate with regional communities, tourism operators, transportation/tours companies to consider initiatives to increase tourism to the area. Also, Discover Ontario has opportunities to advertise communities on their materials (e.g. newsletters and travel information centers throughout the Province). Spanish should apply for April 2019<sup>22</sup>.</p> <p><b>A vi)</b> Create tourism wayfinding signage (part of wayfinding program</p> |

<sup>22</sup> Discover Ontario Accessed Online March 2018. <https://www.ontariotravel.net/en/home>

**Strategic Pillar 4: Tourism and Recreation**

**Goal 1: Destination Tourism**

| Action | Lead Responsibility | Support | Short-Term (6 to 12 months)  | Mid-Term (12 to 24 months)  | Long-term (24 to 36 months)   |
|--------|---------------------|---------|--|---|---|
|        |                     |         | <ul style="list-style-type: none"> <li>• Algoma Kinniwabi Tourism Association</li> <li>• North Channel Marine Tourism Council</li> <li>• East Algoma Community Futures Development Corporation</li> </ul> <p><b>Cost: to be covered by the Town’s marketing and branding strategy.</b></p> | <p>posted on the new Town website.</p> <p><b>Cost: to be covered by the Town’s marketing and branding strategy.</b></p> | <p>as discussed in Section 3.3.2.</p> <p><b>Costs covered in Streetscaping plan and implementation.</b></p> |

### 3.6.2 Goal 2: Community events, sports and festivals

Spanish has the opportunity to generate unique tourism by hosting an annual community event. Participants see similar opportunities in other communities in the North Shore area where events have been successful in recreation and sports. Community events in the past that have been successful include the Rock n' Roar music festival. The development of a volunteer base will need to be established to move a new event along. For example, there appears to be demand in Spanish for outdoor recreation and motorsports such as snowmobiling and ATVing.

Participants also indicated that there are many artists in the community but they have nowhere to showcase their art. Artists showcases at festivals are also feasible in Spanish and would be a good opportunity to show another side of Northern communities which usually gravitate towards the promotion of outdoors activities. There needs to be interest piqued in the community to motivate people to come together.

Actions to achieve this goal are described in the table below.

**Strategic Pillar 4: Tourism and Recreation**

**Goal 2: Community events, sports and festivals**

| Action                                     | Lead Responsibility                          | Support                     | Short-Term (6 to 12 months)   | Mid-Term (12 to 24 months)  | Long-term (24 to 36 months)  |
|--|--|-----------------------------|---|---|--|
| <p><b>A)</b> Plan events and festivals</p> | <p>Tourism and events community champion</p> | <p>Recreation Committee</p> | <p><b>A i)</b> Promote the need for volunteers in Spanish to come together to run festivals that can include but are not limited to music, artists, ATV, snowmobiling, boating regatta, etc. and other community events (e.g. farmer’s market, artists showcases).</p> <p><b>A ii)</b> Decide what kind of festival(s)/event(s) to implement.</p> <p><b>A iii)</b> Engage with local business leaders and community champions. Identify additional community leaders to</p> | <p><b>A iv)</b> Regular meetings with community stakeholders to develop a strategy to work towards for developing a new festival(s) in Spanish.</p> <p><b>Cost \$0</b></p> <p><b>A v)</b> Recruit, train, direct and motivate volunteer base.</p> | <p><b>A vi)</b> Implement events and festivals in Spanish.</p> <p><b>A vii) Funding</b> for an infrastructure costs necessary to host a tourism related event (e.g. covered shelter, washrooms, amphitheater, bleachers at the waterfront for boating events, motocross track, etc.) can be accessed through the Northern Ontario Heritage Fund Corporation’s Strategic Economic</p> |

| Strategic Pillar 4: Tourism and Recreation     |                     |         |  |                            |   |
|--|---------------------|---------|--|----------------------------|---|
| Goal 2: Community events, sports and festivals |                     |         |  |                            |   |
| Action   | Lead Responsibility | Support | Short-Term (6 to 12 months)  | Mid-Term (12 to 24 months) | Long-term (24 to 36 months)   |
|  |                     |         | spearhead this process along with the community champion.<br><br><b>Cost \$0</b> |                            | Infrastructure Program <sup>23</sup> .<br><br><b>A viii)</b> Put up signage advertising events along highway from Sudbury to Sault Ste. Marie.<br><br><b>Cost TBD</b> |

<sup>23</sup> Northern Ontario Heritage Fund Corporation's Strategic Economic Infrastructure Program. Accessed Online March 2018. <https://nohfc.ca/en/pages/programs/strategic-economic-infrastructure-program>.

### 3.5.3 Goal 3: Recreational facilities

Quality public places and adequate infrastructure are catalysts for community quality of life. To maximize the economic and social development benefits of public places and infrastructure, it is necessary to manage them as though they are economic, social and environmental assets. There is a need to provide social and meeting spaces for the residents to create pride, involvement and to keep them actively involved in community events and activities. Recreational programs are also important of the quality of life for all residents in the community.

The Town of Spanish maintains an outdoor rink at Brennan Harbour Park as well as a baseball field and is known as an apex for snowmobile trails which converge in the Town of Spanish. Creating children's play areas and parks is vital to quality of life for young families. The focus group identified the need for children's and youth facilities. These facilities can also be a tourist attraction for families traveling Spanish via the Highway 17 (or by boat) to stop and rest while on long journeys with young children.

Currently, youth travel out of Spanish and to neighboring communities to use facilities and participate in programs. Participants indicated that Spanish used to have a bowling alley that local youth really liked and wished that such facilities would return to the community. It would be prudent to have these types of programs in the community to help retain the younger population and provide places for families to utilize so they do not have to travel afar to entertain young children. The Marina Waterfront Complex is a wonderful facility that can host more programs. Developing some programming for organized activities such as fitness classes, youth activities, children's drop-in play activities (and organized ones where possible) would be ideal.

There is also a strong arts community in Spanish with limited means to advertise, showcase and sell their artwork. The Marina Complex can be used as a venue to showcase artwork from local artists. The additional foot traffic from other programming can be beneficial and more people will see what the local arts community has accomplished.

Actions to achieve this goal are described in the table below.

| Strategic Pillar 4: Tourism and Recreation           |  |   |  |
|--|--|---|--|
| Goal 3: Recreational facilities                      |  |   |  |
| Action   | Lead Responsibility                                    | Support   | When Opportunities Arise:  |
| A) Expanding recreational activities and programming | Recreation Community Champion (Activities Coordinator) | Recreation Committee and other community volunteers to run the programs | <p><b>A i)</b> Acquire funding to hire a part-time Activities Coordinator (can be student intern) to develop and implement an activities program in Spanish. Use the Marina Waterfront Complex to hold programming.</p> <p><b>A ii) Funding</b> possibilities include the Ontario Trillium Foundation (OTF), e.g. Transform grants (Spanish would qualify to apply under the Inspired and Active People stream) for community well-being (registration deadline October 17, 2018, applications due November 7, 2018) and the Youth Opportunities Fund (expression of interest August 30, 2018, applications due December 6, 2018)<sup>24</sup>. Participate in an OTF webinar (offered regularly on OTF website) or attend a OTF workshop when they come to a nearby community in Northern Ontario<sup>25</sup>.</p> <p>Also, the Northern Ontario Heritage Fund Corporation's Northern Ontario Internship Program provides 50% of a recent graduate's salary up to \$31,500<sup>26</sup>.</p> |

<sup>24</sup> Ontario Trillium Foundation. Application deadlines Accessed Online March 2018. <https://otf.ca/news/ontario-trillium-foundation-announces-new-grant-deadlines-2018>. **Note that Spanish can only submit one application per year to OTF. More information on specific funding will be released in May 2018.**

<sup>25</sup> Ontario Trillium Foundation Events Calendar. Accessed Online March 2018. <https://otf.ca/events-calendar>

<sup>26</sup>Northern Ontario Heritage Fund Corporation. Northern Ontario Internship Program. Accessed Online March 2018. <https://nohfc.ca/en/pages/programs/northern-ontario-internship-program>

| Strategic Pillar 4: Tourism and Recreation |                     |         |  |
|--|---------------------|---------|--|
| Goal 3: Recreational facilities            |                     |         |  |
| Action                                     | Lead Responsibility | Support | When Opportunities Arise:  |
|  |                     |         | <p>Up to \$7,500 per participant is offered through the Youth Job Connection Program<sup>27</sup>.</p> <p>For youth internships, FedNor may contribute up to \$31,500 (90 percent) for salary and employee benefit expenses under the Community Economic Development Program<sup>28</sup>.</p> <p><b>Cost approximately \$15,000.00 to 20,000.00 per year to hire part time intern.</b></p> <p><b>A iii)</b> Conduct a needs survey. Activities Coordinator and Recreation Committee to develop activities programming based on a needs survey to the community (e.g. children’s sports classes, toddler and school aged child drop in sessions, fitness classes, summer programs, youth movie nights, etc.). Also work towards re-establishing facilities (e.g. bowling alley).</p> <p><b>A iv)</b> Draw from volunteer base to find residents willing to volunteer their time to assist in running the programming. Work with surrounding communities such as Sagamok First Nation and Massey to coordinate programming in a joint program where possible.</p> |

<sup>27</sup> Youth Job Connection program. Accessed Online March 2018. [http://www.tcu.gov.on.ca/eng/eopg/publications/yjc\\_program\\_guidelines.pdf](http://www.tcu.gov.on.ca/eng/eopg/publications/yjc_program_guidelines.pdf)

<sup>28</sup> FedNor’s Community Economic Development Program. Accessed Online March 2018. <http://fednor.gc.ca/eic/site/fednor-fednor.nsf/eng/fn03440.html>

**Strategic Pillar 4: Tourism and Recreation**

**Goal 3: Recreational facilities**

| Action | Lead Responsibility | Support | When Opportunities Arise:   |
|--------|---------------------|---------|---|
|        |                     |         | <p><b>A v)</b> Display a new artist to be profiled on a monthly basis at the Waterfront Complex’s showcase windows. Provide contact information on where to contact the artist to purchase the art.</p> <p><b>A vi)</b> Advertise programming schedules and art shows via brochures and on a dedicated section of the new Spanish website. Announce the new upcoming monthly profiled artist display at community hubs (e.g. library and municipal offices, legion, store bulletin boards) and the website. Artists profiles can be listed on the municipal website with links to their websites or social media accounts (e.g. Facebook, if available).</p> <p><b>Cost \$0</b></p> |

### 3.7 Strategic Pillar 5 – Waterfronts

Spanish's multiple waterfronts are a unique resource and land asset. Its primary waterfront asset is on the Spanish River where the Four Seasons Marina Complex as well as Mitchell's Camp, Vance's Resort and the Brennan Harbour Resort are situated. Spanish also has many other smaller inland lakes in the vicinity. There is an opportunity for Spanish to better capitalize on its waterfront assets. As such, development, including lot creation, should occur only after careful consideration of those recreational, environmental, socio-economic, and aesthetic qualities which contribute to the attraction of the waterfront and shared enjoyment of its lakes and rivers.

**There are two goals for this strategic pillar:**

- 1. Cottage lot development**
- 2. Marina and facility expansion**

To enable the community to carry out the actions proposed under this Strategic Pillar, we propose that in addition to the waterfront community champion, the already established Recreation Committee and the Planning and Economic Development Committee provide the base of volunteers to move the plans ahead. The Committees' Terms of Reference will be updated to capture the relevant goals for the Tourism and Recreation Strategic Pillar.

#### 3.7.1 Goal 1: Cottage Development

There is an opportunity for Spanish to develop waterfront lands for cottage lots. This has been successful in the City of Elliot Lake working with Serpent River First Nation. As mentioned earlier, Spanish has multiple waterfronts where development can occur. There are opportunities to partner with surrounding communities and First Nations to conduct this type of development. There may also be an opportunity to partner with local construction companies in Spanish and neighboring communities to promote local business opportunities.

Actions to achieve this goal are described in the table below.

| Strategic Pillar 5: Waterfronts     |                              |   |  |
|-------------------------------------|------------------------------|---|--|
| Goal 1: Cottage lot development     |                              |   |  |
| Action                              | Lead Responsibility          | Support   | When the opportunity arises:   |
| A) Plan for cottage lot development | Economic Development Officer | Waterfront community champion and Planning and Economic Development Committee | <p><b>A i)</b> Identify existing waterfront areas and ways to maximize access for the development of cottage lots/residential development. Prepare an inventory of associated costs, regulatory procedures, access points. Develop partnerships with other communities, First Nations and local construction businesses to develop along multiple waterfronts.</p> <p><b>Cost \$0</b></p> <p><b>A ii)</b> Make cottage lot planning document available to the community to increase public awareness of possibilities for development.</p> <p>Work partners to determine potential changes that could increase access and reduce carrying costs to build developments.</p> <p><b>Cost \$0</b></p> <p><b>A iii)</b> Market the availability of cottage lots/ land availability in cottaging publications (e.g. Cottage Life and The Cottager) and an exhibitor at cottaging shows (e.g. the Cottage Life show in Mississauga) to showcase Spanish to a larger audience including urban populations. This will tie into the marketing and branding strategy as discussed in Section 3.5.1.</p> |

| Strategic Pillar 5: Waterfronts |  |  |   |
|---------------------------------|--|--|---|
|                                 |  |  | Cost for advertising in publications \$1, 500 to \$7,700 and cost to be an exhibitor is based on booth size <sup>29</sup> |

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<sup>29</sup> Cottage Life Show Exhibitor Brochure. Accessed Online March 2018. <http://shows.cottagelife.com/wp-content/uploads/sites/4/2015/02/2018-Spring-Show-Brochure.pdf>

### 3.7.2 Goal 2: Marina and facility expansion

There is an opportunity to further develop Spanish's Marina complex. The Four Seasons Waterfront Complex offers 125 dock slips, restrooms, a conference room, exercise gym, reception hall, laundry facilities, showers, sauna, spacious lounge with satellite TV and WiFi<sup>30</sup>. These assets need to be built upon and foster a sense of local pride and ownership. Moreover, the amenities offered at the marina can be expanded (e.g. paved walkway with fishing options, outdoor seating and picnic area, decorative lighting, kids play gym, etc.). The idea is to provide attractions to attract more visitors to the Spanish waterfront for a longer period of time and then having tourists venturing into the downtown core to spend at local businesses. The community does not have a beach area so people go to surrounding communities to swim. Therefore, there is an opportunity to make provisions for a beachfront area along the many miles of Spanish's Lake Huron waterfront.

Actions to achieve this goal are described in the table below.

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<sup>30</sup> Town of Spanish, 2018. Municipal marina. Accessed Online. <http://www.townofspanish.com/spanish-municipal-marina/>

| Strategic Pillar 5: Waterfronts       |                                       |  |   |  |   |
|---------------------------------------|---------------------------------------|--|---|--|---|
| Goal 2: Marina and facility expansion |                                       |  |   |  |   |
| Action                                | Lead Responsibility                   | Support  | Short-Term (6 to 12 months)   | Mid-Term (12 to 24 months)   | Long-term (24 to 36 months)   |
| A) Waterfront Development Plan        | Town and Economic Development Officer | Waterfront community champion and Planning and Economic Development Committee and Recreation Committee | <p><b>A i)</b> Create Ad Hoc Committee of members from the Planning and Economic Development Committee and Recreation Committee (as well as any other interested residents/volunteers) to create an RFP for a Waterfront Development Plan.</p> <p><b>Cost \$0</b></p> | <p><b>A ii)</b> Retain a landscape architecture design intern to create the detailed plan. Work with the University of Guelph's Landscape Architecture Department to retain a student to design the waterfront as part of their undergraduate or graduate thesis project.</p> <p><b>A iii)</b> Create plans for paved area with various outdoor amenities (e.g. play gym and splash pad, skateboard park, bike trails, picnic area, paved walkway,</p> | <p><b>A iv)</b> Hire local construction teams to implement design. Advertise the new facilities/space with roadside signage on Highway 17.</p> <p><b>A v) Funding</b> for Marina expansion work can be accessed from the Northern Ontario Heritage Fund Corporation's Strategic Economic Infrastructure Program<sup>31</sup>.</p> <p>Also, FedNors's Community Economic Development Program<sup>32</sup>. FedNor will</p> |

<sup>31</sup> Northern Ontario Heritage Fund Corporation's Strategic Economic Infrastructure Program. Accessed Online March 2018. <https://nohfc.ca/en/pages/programs/strategic-economic-infrastructure-program>.

<sup>32</sup> FedNor's Community Economic Development Program Accessed online march 2018. <http://fednor.gc.ca/eic/site/fednor-fednor.nsf/eng/fn03440.html>

| Strategic Pillar 5: Waterfronts |  |  |  |  |   |
|---------------------------------|--|--|--|--|---|
|                                 |  |  |  | <p>decorative lighting, expansion for more slips and accessible fishing area) by the Four Seasons Waterfront Complex. Also create beachfront area in the vicinity of the complex.</p> <p><b>Cost \$0</b></p> | <p>support up to 33 percent of eligible capital and up to 50 percent of eligible non-capital costs.</p> <p><b>Cost: TBD</b></p> |

## 4.0 Implementation Plan

The Town of Spanish's Strategic Plan includes a series of actions to be taken to achieve the goals. This section includes proposed implementation steps to make sure that clear directions are established to execute the actions presented in **Section 3.0**. The Strategic Plan should be implemented in coordination with other municipal plans and goals, and in partnership with local organizations, businesses and citizens. Implementation of the Strategic Plan will require the resources as discussed in Section 2.0 as well as the Economic Development Officer. It may require changes in municipal policy and may benefit from coordination and communication with surrounding communities and First Nations. We also identified individuals, established committees and the recreation of new committees who can help implement the proposed actions.

More specifically Town staff will need to:

- Oversee the Strategic Plan Implementation roll out and monitor the implementation of the Plan through the establishment of timelines and accountabilities for each outlined course of action;
- Provide a regular mechanism for tracking and reviewing strategic plan initiatives;
- Build awareness and promote the success of the plan;
- Ensure the implementation of work plans that outline the annual objectives and activities necessary to implement each action;
- Report on the progress of the implementation activities to Council and the public; and
- Review updates related to budget, funding, staffing and resource allocation to complete the tasks; and
- Be accountable and transparent to residents to ensure openness during Plan implementation.

The Strategic Plan's implementation should include the following steps:

- Identifying the priorities and producing detailed work plans to achieve them;
- Incorporating the Strategic Plan into Town operations;
- Building community and council support throughout the planning and implementation process; and
- Enabling the Strategic Plan to become a living document.

### 4.1 Identifying priorities and producing detailed work plans

As the first step in implementing the Strategic Plan, Town staff will review the actions identified as short-term and identify the tasks necessary over the next five years to complete the actions.

One priority will be the hiring of an Economic Development Officer. Staff will prepare a detailed work plan to respond to each of the identified actions, including proposed timing (within the next five years). The workplans will need to lay out all the necessary steps to accomplish the action within the required timeframe and provide performance measures or indicators of success to measure progress. We have already laid out the high-level procedures that the Town will need to follow in their creation of the detailed workplans. It will be important to include the community in the implementation of the Strategic Plan.

#### 4.2 Incorporation of the Strategic Plan into Town operations

Spanish will need to maintain a sustainable financial position when planning and implementing the measures identified in the Strategic Plan. Implementation must be carefully planned and staged in order to not place a burden on the Town's finances. There may be challenges in dedicating significant resources to implementing the actions. Volunteer support will be very important. This will be offset by the hiring of the Economic Development Officer. The Strategic Plan presents several actions which will need the support of a strong volunteer base, and the Plan's implementation is no exception. To achieve the goals, the Town will work within its existing budget approval framework. The Strategic Plan should also be directly linked to other relevant municipal planning documents (e.g. the Official Plan).

#### 4.3 Building community and council support

Support from the community and Council is of utmost important to the implementation of the Strategic Plan. Community champions, volunteers and local residents will assist with the implementation of the Strategic Plan. The Strategic Plan can then be incorporated into operations and policies. A best practice is identifying a key owner to follow through with a goal. We have indicated in each action who we believe will be able to fill this role.

The Town is encouraged to share updates on implementation progress with community members and partners in the form of:

- Updates on progress and initiatives at meetings and events;
- Community meetings to further discuss key accomplishment and actions that are being implemented; and
- Posting the Strategic Plan and implementation progress on the municipal website, newsletters and print media.

#### 4.4 The Strategic Plan becomes a living document

The Strategic Plan should be referenced and updated to reflect changing municipal policies and procedures on a regular basis. The Strategic Plan must be recognized by Town Council, staff and

the community as an iterative and living document. The Strategic Plan should be reviewed and updated to account for any changes in circumstances or economic and environmental conditions. If this is the case, the Town will then need to review the actions and alter the focus of its efforts. Moreover, actions may be renewed because some may have been completed, other best practices emerge, or a new need is identified. Criteria can be developed to monitor the progress in accomplishing goals. This can be used to direct the efforts of those implementing the plan and evaluate the work completed. The Plan should be revisited every few years to determine if the goals and actions are still relevant or if new priorities have arisen.

#### 4.5 Challenges

The Implementation of a Strategic Plan is always the most challenging part of the process. Challenges in implementation relate to how the Plan is communicated to and supported by stakeholders. Obviously, success for Plan implementation lies in the ability of the Town to be able to conduct the required actions. There should be at least one project with the likelihood of completion each year to enable the community to see successes. There should not be too many projects underway at once that would make too many demands on staff time and resources.

**Appendix C – Children’s Art Submissions**



MEMORIAL PARK

WATERS EDGE







Walmart

defender front  
comparative sana

1234 56789

1234 56789

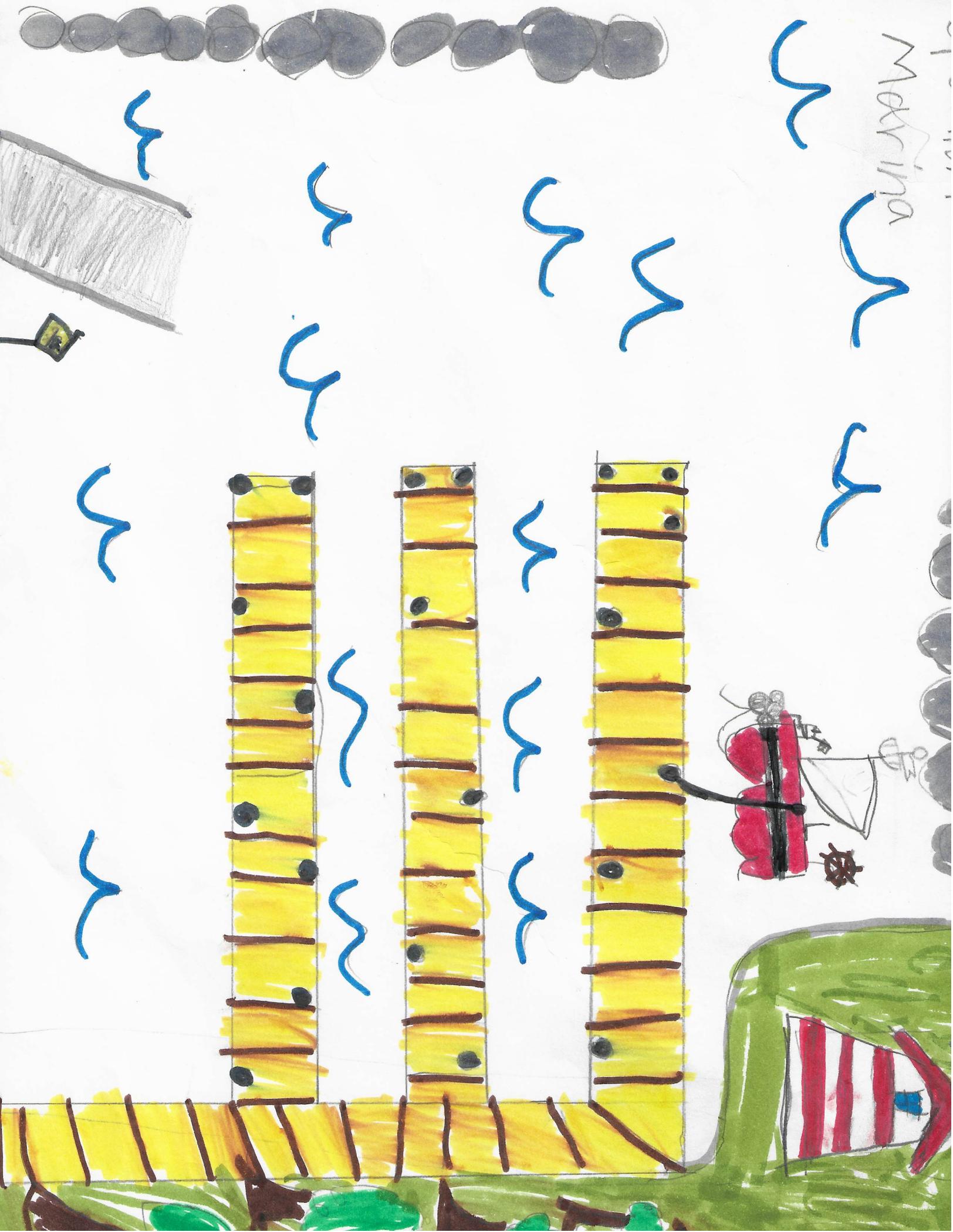
École St-Ame

Police

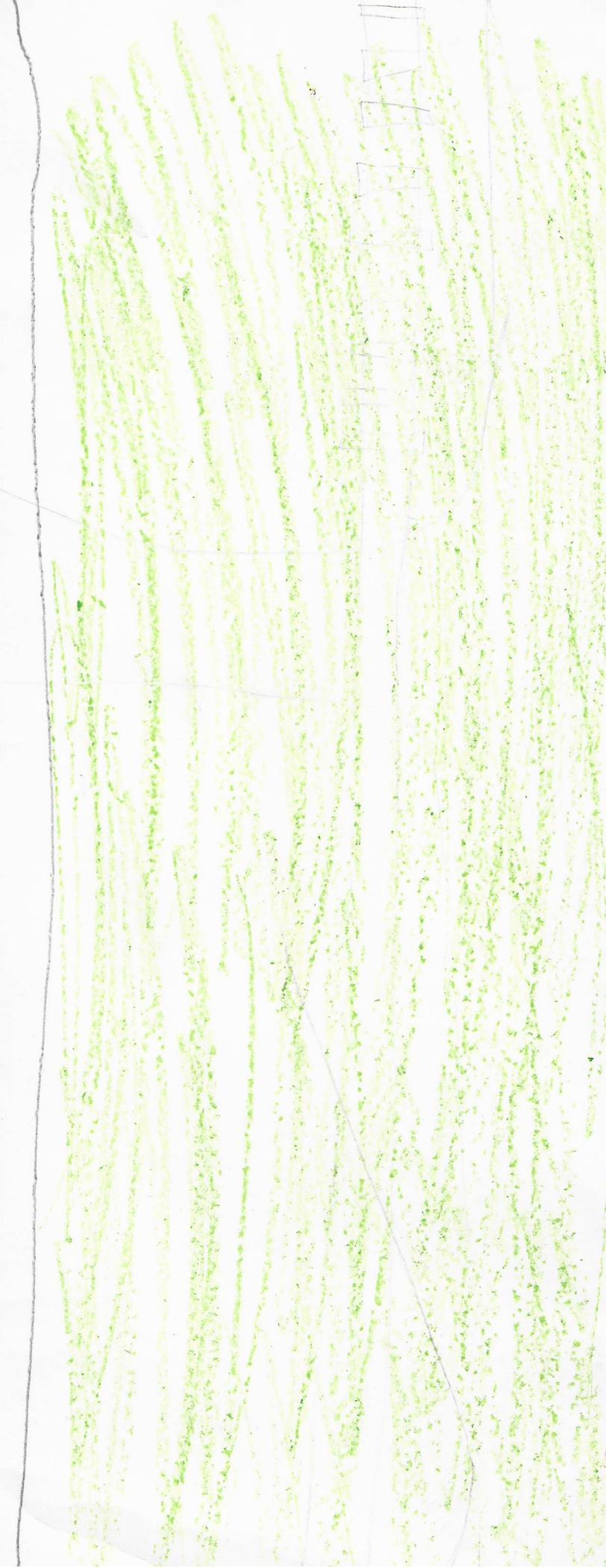
Space

Walmart Park

Mexrina



Ste-Anne



ville pour les enfant

