



NUCLEAR WASTE
MANAGEMENT
ORGANIZATION

SOCIÉTÉ DE GESTION
DES DÉCHETS
NUCLÉAIRES

Community Profile

TOWNSHIP OF HORNEPAYNE, ONTARIO



APM-REP-06144-0007 R001

2015

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For more information, please contact:

Nuclear Waste Management Organization

22 St. Clair Avenue East, Sixth Floor

Toronto, Ontario M4T 2S3 Canada

Tel 416.934.9814

Toll Free 1.866.249.6966

Email contactus@nwmo.ca

www.nwmo.ca

2015 Community Profile – Township of Hornepayne, ON



PREPARED FOR
***Nuclear Waste Management
Organization***
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PREPARED BY
DPRA Canada
60 ADELAIDE ST. EAST, SUITE 501
TORONTO, ON M5C 3E4
www.dpra.ca



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Consultants:

Prepared By:
Signature:

Stephanie Matveeva, BA (Hon), MES

Research Analyst



Kesha Fevrier, BA (Hon), MES

Research Analyst



Brady Romanson, BA (Hon), MES, RPP

Research Analyst



Celene Mariano, BA (Hon), MES

Research Analyst



Ron Mucklestone, BA (Hon), MES

Senior Consultant



Reviewed By:
Signature:

Christel von Engelbrechten, MES

Senior Consultant



Ron Mucklestone, BA (Hon), MES

Senior Consultant



Peter Homenuck, PhD., RPP

Senior Consultant



Approved By:
Signature:

Vicki McCulloch, BSc. (Hon), MES, RPP

Principal



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LIST OF ACRONYMS

AANDC	Aboriginal Affairs and Northern Development Canada
ADSB	Algoma District Services Administration Board
APM	Adaptive Phased Management
AWiC	Algoma Workforce Investment Corporation
CCFN	Chapleau Cree First Nation
CN Rail	Canadian National Railway
CPI	Consumer Price Index
EMS	Emergency Medical Services
FMU	Forest Management Unit
GNR	Global Non-Response Rate
HEDC	Hornepayne Economic Development Corporation
FONOM	Federation of Northern Ontario Municipalities
LCC	Local Citizens Committee
MNDM	Ministry of Northern Development and Mines
MNO	Métis Nation Ontario
MNRF	Ministry of Natural Resources and Forests
MPAC	Municipal Property Assessment Corporation
NELHIN	North East Local Health Integration Network
NESMG	Northeast Superior Mayors' Group
NFMC	Nawiinginokiima Forest Management Corporation
NHS	National Household Survey
NOMA	Northwestern Ontario Municipal Association
NSFC	Northeast Superior Forest Community
NWMO	Nuclear Waste Management Organization
OTN	Ontario Telemedicine Network
OPP	Ontario Provincial Police
SFL	Sustainable Forest License
VIA Rail	VIA Rail Canada Incorporated

1.0 INTRODUCTION

This community profile has been prepared as part of the Township of Hornepayne's (hereafter referred to as 'Hornepayne' or 'the Township') participation in the Nuclear Waste Management Organization's (NWMO) *Learn More* program. This program is offered to communities interested in exploring and potentially hosting the Adaptive Phased Management (APM) Project, the deep geological repository and centre of expertise which is required as part of Canada's plan for the long-term management of used nuclear fuel.

This document – an updated version of the profile prepared in 2013 - brings together information about the community, its history, its aspirations and current conditions. The information contained in this report is not an assessment of any kind; instead, it is intended to paint a picture of the community as it stands today. Such a picture can be a helpful starting point for community discussions about how future projects might be implemented in the community, and the extent to which a project might contribute to the well-being of the community over the long term, including the APM Project. The APM Project will only be implemented in a community that has reflected upon whether the project will contribute to community well-being and, after a series of detailed studies have been completed to confirm the safety and appropriateness of a site, has expressed an informed willingness to host the project. Over time, communities in the surrounding area will also need to become involved in the learning process.

This profile is organized to describe the characteristics of the community through five different perspectives or 'lenses':

- Human: Skills, knowledge and essential services supporting the well-being of the community;
- Economic: Monetary or financial resources supporting the well-being of the community;
- Infrastructure: Basic physical infrastructure supporting the well-being of the community;
- Social: Social and community activities in which people participate and the resources drawn upon to support well-being; and,
- Natural Environment: Nature and the natural environment important to well-being.

The characteristics of the community are referred to as "assets" throughout the report. This is intended to highlight their importance and pave the way for a broad and holistic discussion of how the community may be affected by the APM Project, or other large projects which the community may consider. This discussion of the characteristics of the community which support community life may also help the community identify other important aspects which should also be considered.

The information and data used to compile this profile was derived from a combination of sources, including:

- Publicly available documents and statistics;
- Data and information provided by the community;
- Insights derived from discussion with the Community Liaison Committee and through interviews with community leaders; and,
- Consultant visits and observations.

Although this profile contains references to other communities within the region, these references are intended only as a means to round out the community profile and provide some context for discussion. For example, the Census Division is the 'Algoma District', which is not meant to imply region; the regional context is left undefined in this community profile.

This profile also includes Statistics Canada census data (collected at 5-year intervals, e.g., 1996, 2001, 2006, and most recently in 2011 [census and National Household Survey (NHS)¹]). Where 2011 NHS data is not available, it is noted that the 2006 data are now eight years old. In some cases, data are limited by the level of detail available (e.g., data may be rounded or suppressed by Statistics Canada due to small sample sizes), or the type of data collected in a given year. NHS 2011 data for Hornepayne is not available². For certain data, supplementary information is available from Environics Analytics' *CensusPlus Enhanced Census + NHS* data estimates. Where applicable, *CensusPlus Enhanced Census + NHS* data has been incorporated³. In some cases, supplementary information is available from other sources, including the engagement activities conducted for the Phase 1 Community Well-being Assessment.

The Global Non-Response Rate (GNR) for the 2011 NHS "combines complete non-response (household) and partial non-response (question) into a single rate. The value of the GNR is presented to users. A smaller GNR indicates a lower risk of non-response bias and as a result, lower risk of inaccuracy. The threshold user for estimates' suppression is a GNR of 50% or more". 2011 NHS data for Hornepayne has been suppressed by Statistics Canada for this reason. The 2011 NHS GNR for various geographies considered in the profile are:

¹ Complementing the data collected by the census, the National Household Survey (NHS) is designed to provide information about people in Canada by their demographic, social and economic characteristics as well as provide information about the housing units in which they live. It is a voluntary survey (unlike the mandatory census).

² The 2011 NHS data for Hornepayne has been suppressed by Statistics Canada for data quality reasons (Global Non-Response Rate (GNR) greater than 50%). Complementing the data collected by the census, the NHS is designed to provide information about people in Canada by their demographic, social and economic characteristics as well as provide information about the housing units in which they live. It is a voluntary survey (unlike the mandatory census).

³ There are instances where 2011 NHS data is unavailable and the Environics Analytics estimates appear to be inaccurate. In these specific instances, a data gap is noted.

- Township of Hornepayne – GNR greater than 50% (specific figure not available)
- Algoma District – GNR 32.2%⁴
- Ontario – GNR 27.1%
- Canada – GNR 26.1%

The NWMO *Learn More* program encourages collaboration and shared learning involving the NWMO and the community throughout all stages of reflection and decision-making. NWMO efforts to learn about and understand the community, its aspirations and current conditions will continue throughout the duration of Hornepayne's involvement in the *Learn More* program.

⁴ Statistics Canada. 2013. *Algoma, District. National Household Survey (NHS) Profile. 2011. National Household Survey.* Website: <http://www12.statcan.gc.ca/nhs-enm/2011/dp-prod/prof/details/page.cfm?Lang=E&Geo1=CD&Code1=3557&Data=Count&SearchText=algoma&SearchType=Begins&SearchPR=01&A1=All&B1=All&Custom=&TABID=1>. Accessed: July 2014.

2.0 COMMUNITY PROFILE

This section of the profile includes detailed overviews of all five (5) Asset Categories – Human, Economic, Infrastructure, Social, and Natural Environment – as they relate to the Township of Hornepayne.

2.1 OVERVIEW

2.1.1 LOCATION

The Township of Hornepayne, formerly known as Fitzback and the Township of Wicksteed⁵, is located in the Algoma District⁶ of northern Ontario on Provincial Highway 631 approximately 98 kilometres north of the White River Highway 11 junction, and 72 kilometres south of the Highway 17 junction (see Figures 1 and 2).

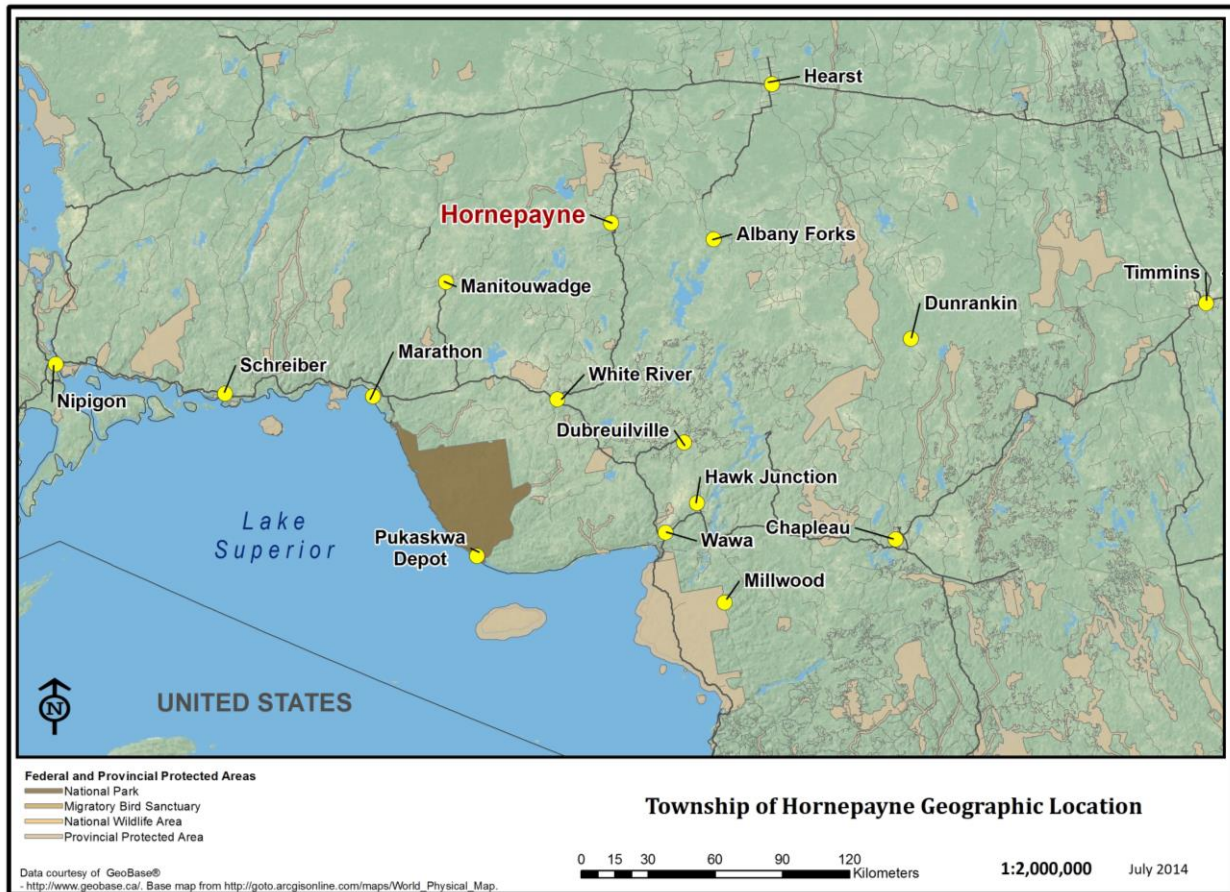
Three major centres are within approximately 500 kilometres of Hornepayne: Thunder Bay, Sault Ste. Marie, and Timmins. The Township is a main stop on the Canadian National Railway (CN Rail), with Via Rail Canada Incorporated (VIA Rail) providing passenger rail service in both easterly and westerly directions⁷. The Town of Hearst, located approximately 130 kilometres to the northeast, is a regional centre for Township residents and provides a range of services. Figure 2 shows Hornepayne and surrounding lands.

⁵ Ontario Ministry of Natural Resources. January 2006. *Crown Land Use Policy Atlas Policy Report G1776: Hornepayne Urban Area*. Website: <http://www.lio.ontario.ca/imf-ows/sites/clupa/xmlReader.jsp?xsl=XML/web-primary.xsl&polid=G1776>. Accessed: July 2014.

⁶ Association of Ontario Municipalities. July 2012. *Ontario Municipal Home Pages*. Website: <http://www.amo.on.ca/YLG/ylg/ontario.html#REGIONS>. Accessed: July 2014.

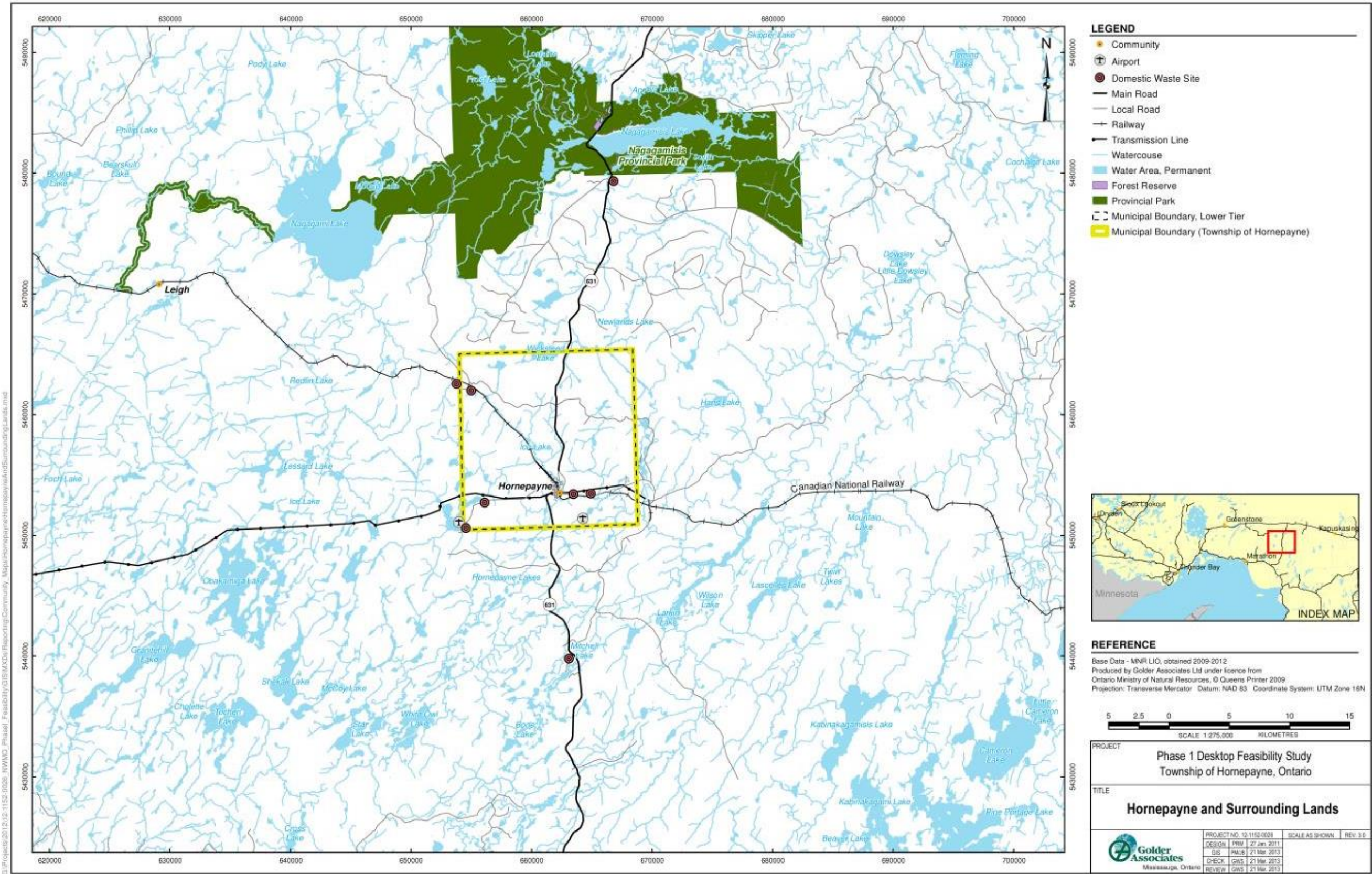
⁷ Corporation of the Township of Hornepayne. n.d. *A Little About Our Community*. Website: <http://www.hornepayne.com/townblurb.pdf>. Accessed: July 2014.

Figure 1: Location of Hornepayne



Source: DPRA Canada. 2014. *Township of Hornepayne Geographic Location*.

Figure 2: Hornepayne and Surrounding Lands



Source: Golder Associates Ltd. 2013. *Hornepayne and Surrounding Lands*.

2.1.2 LAND SIZE AND USES

The Township of Hornepayne covers a land area of approximately 205 km².⁸ According to the Township of Wicksteed Official Plan (1977) and Hearst District Land Use Guidelines (1983), the community planning area is divided into the following categories: urban residential, rural residential, seasonal residential, commercial, industrial, airport, open space, natural resource area, and recreation land designations^{9,10}.

Hornepayne is a primary stop along the CN Rail line which bisects the community¹¹. Hornepayne has also been influenced by forestry activities including the Olav Haavaldsrud Timber Company Limited's sawmill operations on the western edge of the community, accessible from Highway 631.

The Township also includes large areas of Crown land (see Figure 28, below).

Additional information on land uses is provided in other sections of the profile (e.g., Sections 2.3.1.4 (Tourism), 2.4.1.1 (Land Use), and 2.6 (Natural Environment)).

2.1.3 VISION AND STRATEGIC PLAN

Hornepayne is guided by a number of planning documents, including:

- Strategic Plan for the Community of Hornepayne (2011)
- Strategic Plan for the Municipal Council Township of Hornepayne for the Term 2010 –2014
- Township of Hornepayne Investment Readiness Profile (2008)
- Hearst District Land Use Guidelines (1983)
- Official Plan and Comprehensive Zoning By-law of the Township of Wicksteed (1977)

These are summarized below.

⁸ Golder Associates Ltd. June 2011. *Summary Report Initial Screening Report for Siting a Deep Geological Repository for Canada's Used Nuclear Fuel*. Prepared for NWMO.

⁹ Ontario Ministry of Natural Resources. January 2006. *Crown Land Use Policy Atlas Policy Report G1776: Hornepayne Urban Area*. Website: <http://www.lio.ontario.ca/imf-ows/sites/clupa/xmlReader.jsp?xml=XML/web-primary.xml&polid=G1776>. Accessed: July 2014.

¹⁰ Township of Wicksteed Planning Board. 1977. *Official Plan for the Township of Wicksteed*. Prepared for the Township of Wicksteed.

¹¹ Algoma District School Board. 2003. *Hornepayne Public School Profile*. Website: <http://www.adsb.on.ca/uploads/info/listings/HornepaynePublicSchool.pdf>. Accessed: October 2013.

Strategic Plan 2011

The “*Strategic Plan for the Community of Hornepayne*” completed in July 2011¹². The Plan was prepared in consultation with community members and identifies future opportunities, including growth of the local economy. It recognizes the Township as having experienced past challenges and undergoing transition, as reflected in the Plan’s vision statement:

“To position Hornepayne to take advantage of business opportunities and promote the successful growth of those endeavours while providing the best possible care and services to the citizens of Hornepayne”¹³.

The Plan’s mission statement further elaborates the intent of the vision:

“To ensure the survival and growth of our community, and to bolster commitment to the entrepreneurs, volunteers and citizens that live in our community”¹⁴.

The Strategic Plan also identifies a number of common values shared by individuals, agencies and businesses in the Community of Hornepayne:

- Public safety supersedes all economic needs;
- Municipal revenues are public funds for the betterment of municipal services that are applied to the greater community good and delivered in an open and accountable fashion;
- Quality of life extends beyond economic returns and includes quality education, health and social services, safe and free public space, access to affordable leisure and recreational facilities;
- Private sector initiatives are at the core of the Hornepayne economic structure and competitiveness is defined and achieved through standard market conditions without government interference;
- The natural resource based industries including forestry, tourism and transportation are the economic foundations on which Hornepayne has been developed and are the heritage that will ensure prosperity and a stable future;
- All sectors must work harmoniously to preserve existing businesses and facilitate the development of new businesses;
- Environmental sustainability and effective management of natural resources are critical elements of a long term and prosperous future; and,
- The cultural diversity of the local population is an integral part of the Hornepayne Community and its future.

¹² Hornepayne Community Adjustment Committee. July 2011. *Strategic Plan for the Community of Hornepayne*. Prepared for the Corporation of the Township of Hornepayne.

¹³ *Ibid.*

¹⁴ *Ibid.*

Strategic Plan for Municipal Council Township of Hornepayne for the Term 2010 – 2014

The “Strategic Plan for Municipal Council Township of Hornepayne for the Term 2010 – 2014” was prepared in May 2011, and builds on the same vision and mission statement as stated in the *Strategic Plan for the Community of Hornepayne* described above¹⁵.

Strategic directions for the Township are:

- **Teamwork** – *Council believes in working cooperatively at all levels of the organization and community to accomplish the Township’s objectives and to provide our citizens with quality service.*
- **Communication** – *Focuses on sharing clear, timely and relevant information with one another and citizens. Council will actively seek out citizens’ input and make decisions in an open and transparent manner.*
- **Citizen Focus** – *Council will demonstrate dedication, care and concern for its citizens.*
- **Innovation** – *Focuses on continually seeking innovative ways to improve services, efficiencies, technologies and skills within budget levels.*
- **Participation** – *Council will provide people with opportunities to become involved in making, influencing and contributing to decisions. Council is committed to placing decision making authority and responsibility for meeting citizen requirements at the front lines throughout the organization.*
- **Trust and Respect** – *Focuses on treating people, including all Township staff, as responsible individuals with trust, respect and dignity. Further, Council believes that people will take action to do the right things.*
- **Service Delivery** – *Focuses on the commitment to strive to deliver services that are of superior quality and cost efficiency when measured against service delivery of other municipalities judged to be comparable to Hornepayne.*
- **Transparency** – *Council will conduct all of its affairs openly and with complete transparency, except where prohibited by law.*

Township of Hornepayne Investment Readiness Profile 2008

Completed in 2004 and revised in 2008, the *Township of Hornepayne Investment Readiness Profile* shares a similar vision as the 2011 Strategic Plan. The Profile’s vision is:

¹⁵ Corporation of the Township of Hornepayne. May 2011. *Strategic Plan for the Municipal Council Township of Hornepayne for the Term 2010-2014*. Website: <http://www.hornepayne.com/Strategic%20Plan%20for%20Municipal%20Council.pdf>. Accessed: July 2014.

“For the community of Hornepayne to facilitate economic development and diversification to showcase its appealing, safe, liveable and well-managed community assets”¹⁶.

Hearst District Land Use Guidelines 1983

The Township of Hornepayne is one of many northern Ontario municipalities governed by the Hearst District Land Use Guidelines (1983). Hornepayne and the area immediately surrounding the Township are governed by Private Land – Crown Land Use Policy and General Use Area Policy areas¹⁷.

Township of Wicksteed Official Plan and Comprehensive Zoning By-law 1977

Hornepayne is one of four settlement areas included in the Official Plan for the Township of Wicksteed, 1977. The Official Plan was created with a goal of assisting the community in examining and evaluating the future of the Township. The Official Plan has the following purpose:

“To generally assist in creating an environment that will benefit all residents of the Planning Area by encouraging economy, convenience and the promotion of general safety and health”¹⁸.

The Official Plan was created with five purposes that collectively encourage community and economic growth through the creation of policies and land use designations for future residential, commercial and industrial development. There is a broad vision for the Hornepayne settlement area to become a community with a diversified economic base.

2.2 HUMAN ASSETS

2.2.1 HUMAN ASSET INDICATORS

The Human Assets within a community include the skills and knowledge inherent in a community and the ability of a community to provide its residents with access to other skills, knowledge and essential services that are fundamental to maintaining community well-being, quality of life or a desired standard of living.

¹⁶ Jaremy, Gail and Latoski, Tiffany. August 2008. *Township of Hornepayne Investment Readiness Profile Prepared for Economic and Tourism Sector*. Prepared for the Corporation of the Township of Hornepayne.

¹⁷ Ontario Ministry of Natural Resources and Forestry. 2014. *Crown Land Use Policy Atlas*. Website: <http://www.gisoeapp.lrc.gov.on.ca/web/MNR/NHLUPS/CLUPA/Viewer/Viewer.html>. Accessed: July 2014.

¹⁸ Township of Wicksteed Planning Board. 1977. *Official Plan for the Township of Wicksteed*. Prepared for the Township of Wicksteed.

The specific indicators within the Human Assets category include:

- Population Size and Demographics;
- Skills and Labour;
- Education; and,
- Health and Safety Facilities and Services.

These indicators are described in this section, within the context of human well-being of Hornepayne.

2.2.1.1 Population Size and Demographics

Population Size

In 2011, Hornepayne had a reported population of 1,050 residents – a decrease of 13.2% from the 2006 Census period¹⁹ (Table 1, Figure 3). Census data indicates that Hornepayne's population has been steadily declining, having decreased by almost 30% over the past 15 years²⁰. The rate of population decline was larger in 2011 and 2006 than in previous years. Between 1996 and 2011, the population of the Census Division* also declined (Table 1, Figure 4), but to a lesser extent compared to Hornepayne. During this same period, Ontario's population has continually increased (Table 1, Figure 5).

Table 1: Hornepayne, Census Division* and Ontario Population Trends, 1996 – 2011

Time Period	Hornepayne Population (Change from Previous Census)	Census Division Population (Change from Previous Census)	Ontario Population (Change from Previous Census)
1996	1,480 (-8.1%)	125,455 (-1.4%)	10,753,573 (6.6%)
2001	1,362 (-8.0%)	118,567(-5.5%)	11,410,046 (6.1%)
2006	1,209 (-11.2%)	117461 (-0.9%)	12,160,282 (6.6%)
2011	1,050 (-13.2%)	115,870 (-1.4%)	12,851,821 (5.7%)

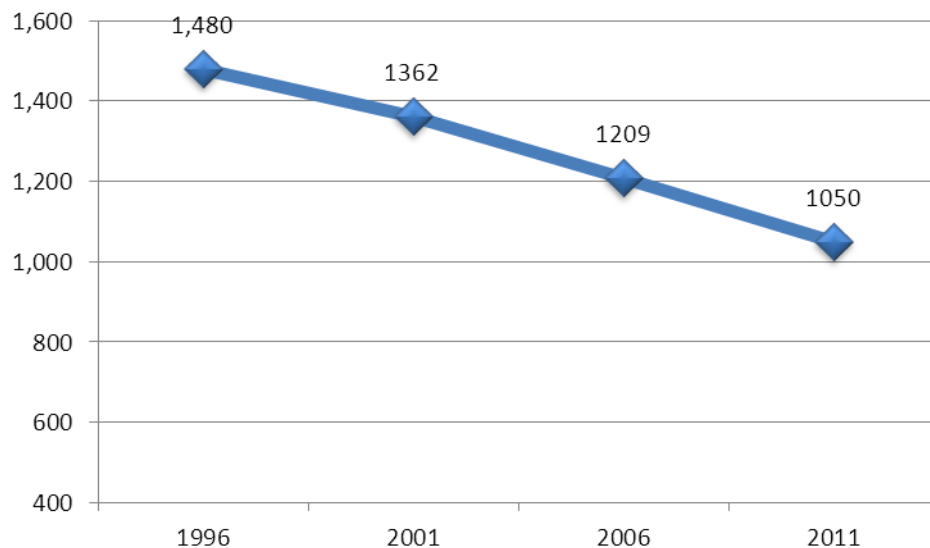
Source: Statistics Canada. 1997, 2002, 2007, 2012. *Algoma, District and Hornepayne, Township Community Profiles*.

*Please note, throughout Chapter 2 of this Profile, any reference made to the term 'Census Division' means Algoma District.

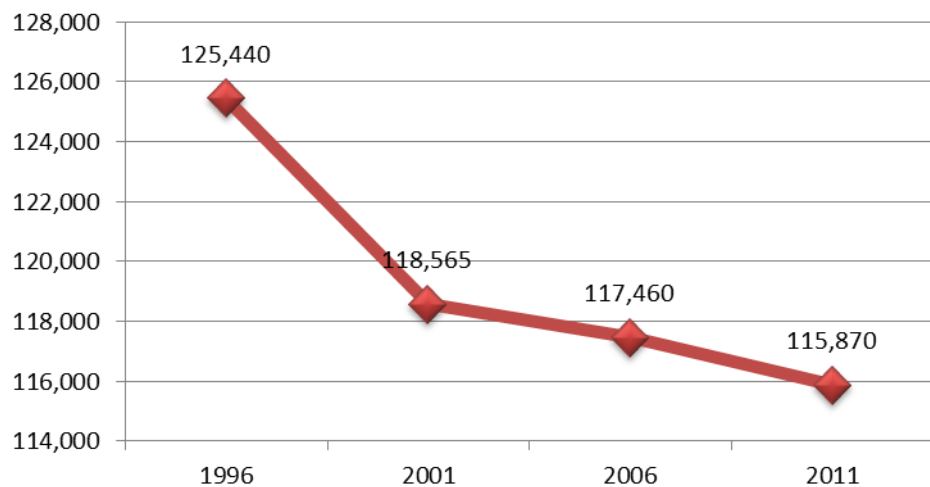
¹⁹ Statistics Canada. 2012. *Hornepayne, Township Community Profile*. Website: <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3557096&Geo2=PR&Code2=35&Data=Count&SearchText=hornepayne&SearchType=Begins&SearchPR=01&B1=All&Custom=&TABID=1>. Accessed: July 2014.

²⁰ Statistics Canada. 1997, 2002, 2007, 2012. *Hornepayne, Township Community Profiles*.

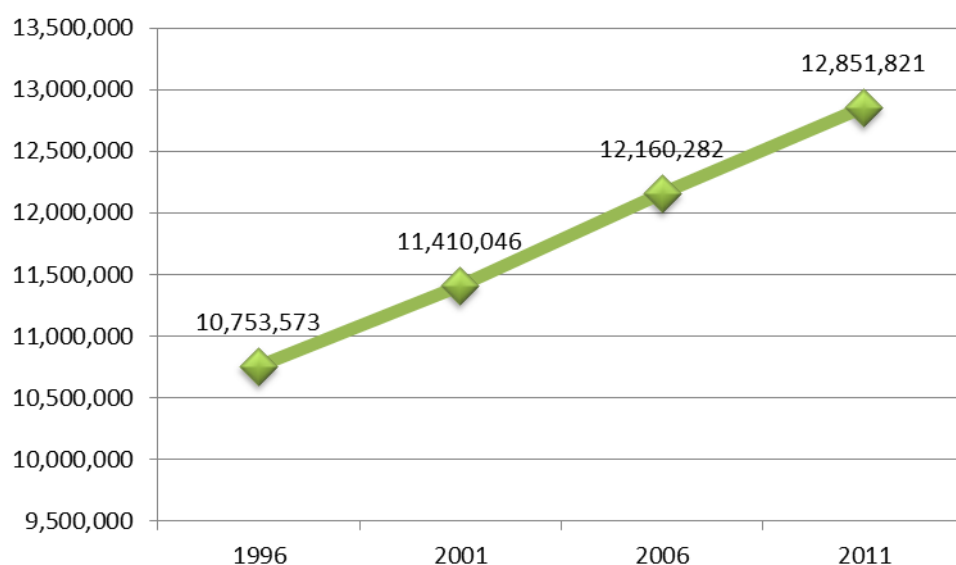
* Please note, throughout Chapter 2 of this Profile, any reference made to the term 'Census Division' means Algoma District.

Figure 3: Hornepayne Population Trend, 1996 - 2011

Source: Statistics Canada. 1997, 2002, 2007, 2012. *Hornepayne, Township Community Profiles*.

Figure 4: Census Division Population Trend, 1996 – 2011

Source: Statistics Canada. 1997, 2002, 2007, 2012. *Algoma, District Community Profiles*.

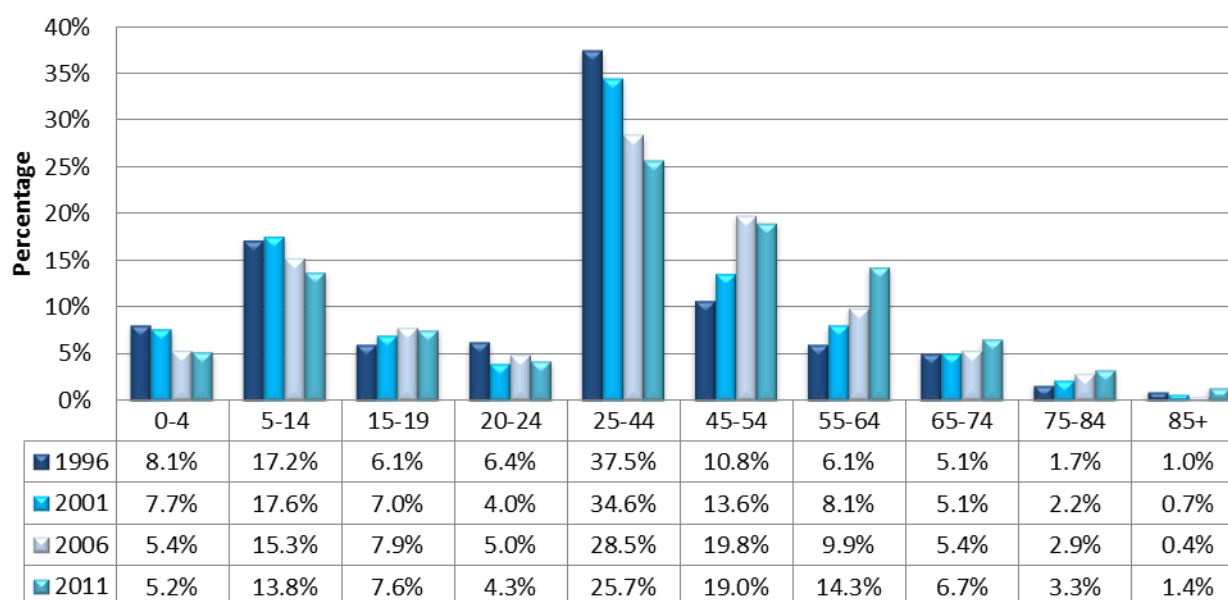
Figure 5: Ontario Population Trend, 1996 – 2011

Source: Statistics Canada. 1997, 2002, 2007, 2012. *Ontario Community Profiles*.

Age Structure

Figure 6 shows the number of residents by age category for the Township for the period 1996 to 2011. The figure illustrates a declining youth population (those aged 5 to 14 years) and a declining birth rate²¹ since 2001, while there is an increasing senior's population (those aged 55 to 64 years and 75 to 84 years). A large proportion of the Township's population is made up of residents between the ages of 25 to 44 years. However, the proportion of residents aged 25 to 44 years has steadily declined between 1996 and 2011.

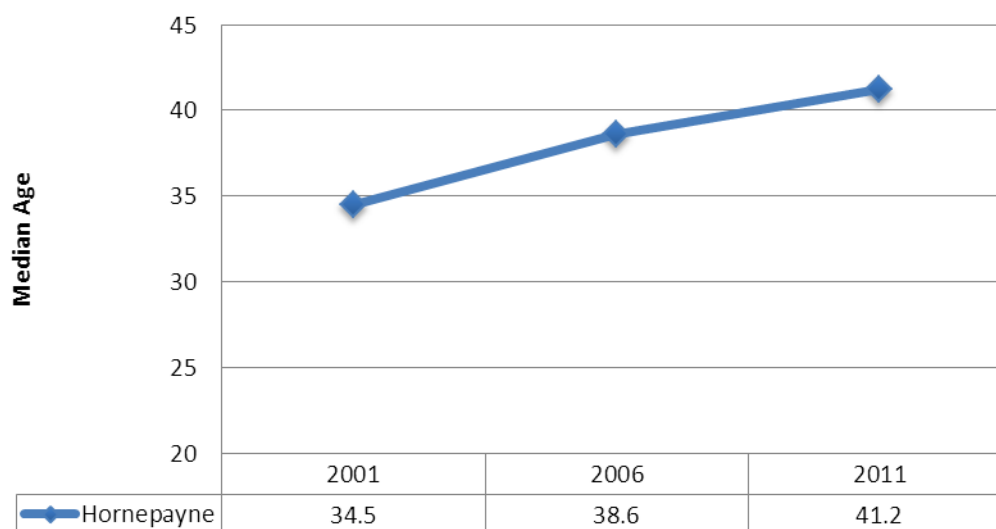
²¹ According to the Porcupine Health Unit, birth rates of member communities, including Hornepayne, declined between 1992 and 2006. Porcupine Health Unit. September 2006. *Community Check-Up: A PHU Status Report*. Website: <http://www.porcupinehu.on.ca/Reports/documents/CommunityCheckUp.pdf>. Accessed: July 2014.

Figure 6: Hornepayne Age Structure, 1996 – 2011

Source: Statistics Canada. 1997, 2002, 2007, 2012. *Hornepayne, Township Community Profiles*.

Median Age

Figure 6 above illustrates an aging trend with an increasing proportion of Township residents aged 45 years and older. This aging trend is also supported by an increasing median age (see Figure 7). Between the 2001 and 2011 Census periods, the median age of Hornepayne residents increased by 6.7 years, from 34.5 years to 41.2 years.

Figure 7: Hornepayne Median Age Trends, 2001 – 2011²²

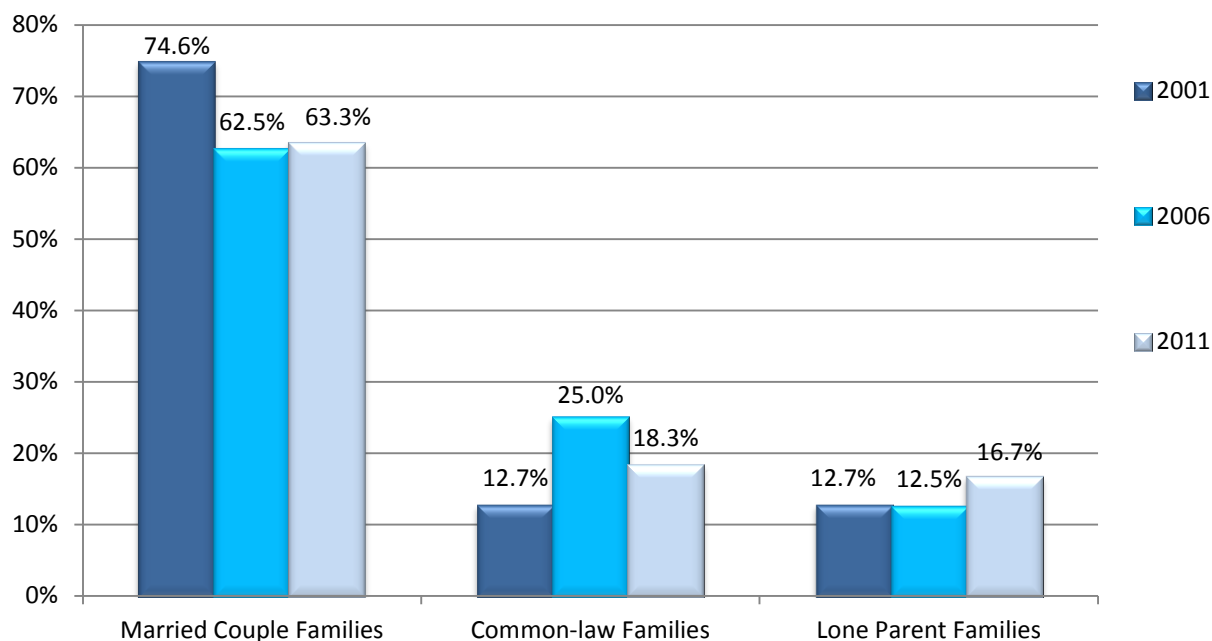
Source: Statistics Canada. 2002, 2007, 2012. *Hornepayne, Township Community Profiles*.

²² Due to data limitations, Hornepayne's median age for the 1996 Census of Population could not be included.

Family Characteristics

Household composition in Hornepayne has changed somewhat between 2001 through 2011; while the majority of families are still married couples, the number of lone-parent families has increased (see Figure 8).

Figure 8: Hornepayne Family Characteristics, 2001 – 2011



Source: Statistics Canada. 2002, 2007, 2012. *Hornepayne, Township Community Profiles*.

Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

Table 2 identifies the Township's family characteristics between the 2001 and 2011 Census years. Between 2001 and 2006 the average family size remained relatively stable with the exception of common-law families, which decreased by 0.7 persons and female lone parent families which increased by 0.4 persons in the same period.

Table 2: Hornepayne Family Characteristics, 2001 – 2011

Household Characteristics	2001	2006	2011 ²³
	Average Persons Per Family Grouping – Number (No.)		
All Census Families	N/A	3.1	2.9
Married Couple Families	3.4	3.4	N/A
Common-Law Families	3.7	3.0	N/A
Lone Parent Families	2.6	2.6	N/A

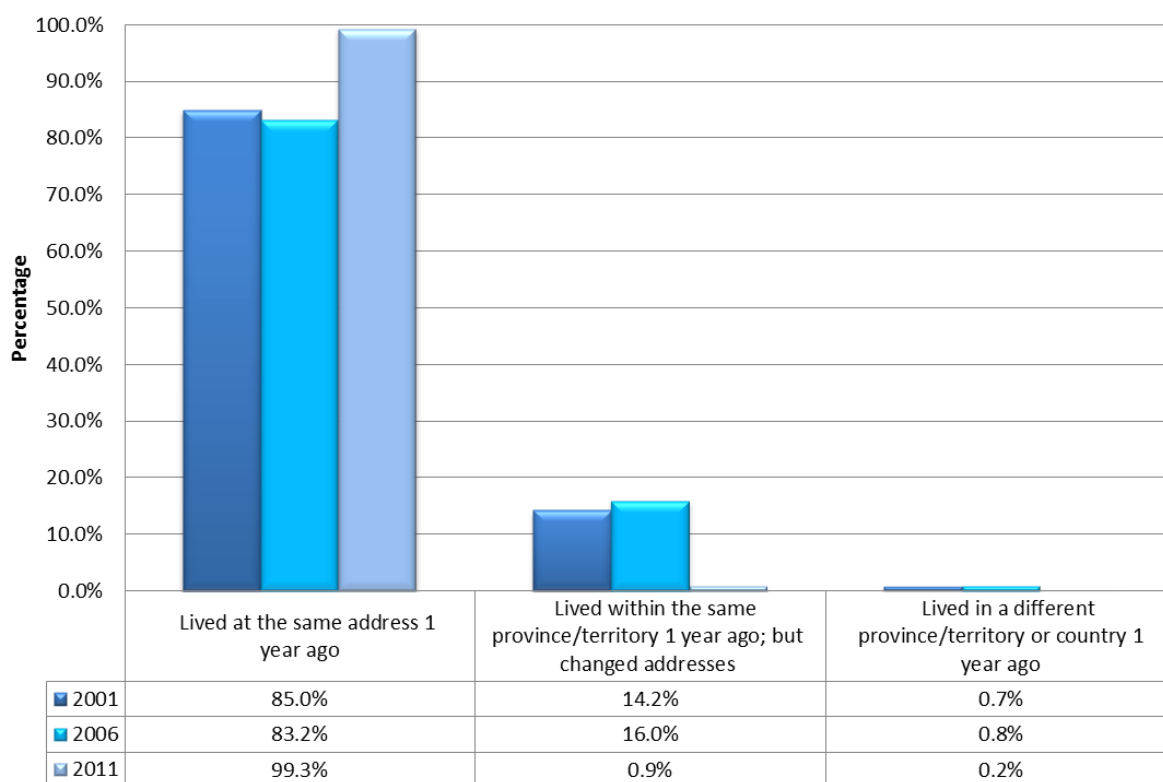
Source: Statistics Canada. 2002, 2007, 2012. *Hornepayne, Township Community Profiles*.

Population Mobility

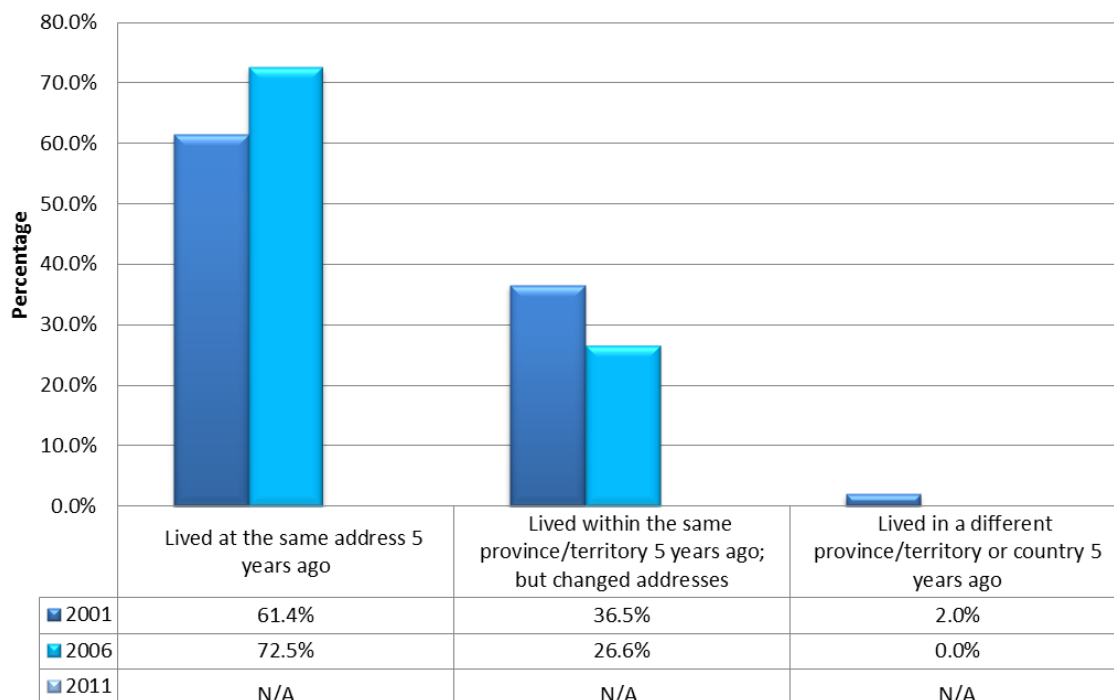
Mobility status refers to the movement of individuals over a period of time²⁴. Figures 9 and 10 demonstrate the 1-year and 5-year mobility status for Hornepayne residents between 2001 and 2011. The majority of residents are categorized as non-movers. Although Hornepayne's overall population is declining, people who remain in the community tend to be longer-term residents.

²³ Due to data limitations, the average persons per family grouping for the 2011 Census of Population could not be included.

²⁴ Statistics Canada defines 1 year mobility status as 'information indicating whether the person lived in the same residence on Census Day (May 16, 2006), as he or she did one year before (May 16, 2005)' and 5 year mobility status as 'information indicating whether the person lived in the same residence on Census Day (May 16, 2006), as he or she did five years before (May 16, 2001)'. Statistics Canada. 2007. *Hornepayne, Township Community Profile*. Website: <http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/details/page.cfm?Lang=E&Geo1=CSD&Code1=3557096&Geo2=PR&Code2=35&Data=Count&SearchText=hornepayne&SearchType=Begin&SearchPR=01&B1=All&Custom=>. Accessed: July 2014.

Figure 9: Hornepayne 1-Year Mobility Status, 2001 – 2011

Source: Environics Analytics. 2014. *CensusPlus Enhanced Census + NHS*; Statistics Canada. 2002, 2007. *Hornepayne, Township Community Profiles*.

Figure 10: Hornepayne 5-Year Mobility Status, 2001 – 2006²⁵

Source: Statistics Canada. 2002, 2007. *Hornepayne, Township Community Profiles*.

Note: Percentages do not add to 100% due to 1) random rounding of the original community data by Statistics Canada and 2) the inclusion of sub-categories within "migrants" category.

2.2.1.2 Skills and Labour

Algoma/Superior East Labour Force

The Algoma Workforce Investment Corporation (AWiC) is a volunteer community-based planning committee funded by the Ministry of Training Colleges and Universities²⁶. AWiC members are knowledgeable about labour force development issues in Algoma District. AWiC is one of twenty-five (25) Workforce Planning Boards across Ontario. Its mission is to work collaboratively with community partners to address the region's key labour force needs. In 2011, an AWiC report summarized research conducted in Algoma District and three sub-regions (including Superior East) to assess the labour force and workforce development needs²⁷. The report identified a number of gaps and challenges with respect to the human resource environment in the region. Hornepayne was one of the Superior East communities (others were Dubreuilville, Wawa and White River) included in the research. Challenges relating to demographics, workforce, training, infrastructure and planning/coordination were identified; key challenges in the Superior East area included:

²⁵ Due to data limitation, 5-year mobility status is not available for the 2011 census year.

²⁶ Algoma Workforce Investment Corporation. 2014. *Welcome to AWiC*. Website: <http://www.awic.ca/>. Accessed: July 2014.

²⁷ Algoma Workforce Investment Corporation. January 2011. *Labour Force Analysis and Human Resource Development Strategy for the District of Algoma*. Prepared by R.A. Malatest & Associates Ltd. Website: http://www.awic.ca/documents/assets/uploads/files/en/labour_force_analysis_and_workforce_development_strategy_june_2011.pdf. Accessed: July 2014.

- Superior East has traditionally been classed as a resource-based region, with each community relying on one or two employers that employ the majority of residents; mining and forestry have served as the primary industries in the region, and declines in forestry in particular in the 2000s have negatively impacted the region as a whole.
- Unemployment in Superior East, while high, is similar to that for Algoma District as a whole, indicating that job losses have resulted in out-migration from settlements in Superior East (see Hornepayne population trends in Table 1 and Figure 3, Algoma District and Ontario population trends in Table 1 and Figures 4 and 5; see also unemployment²⁸ trends in Table 5 and Figure 18).

Recommendations were organized in terms of Infrastructure and Planning; Supply-Side Strategies; Education and Training Strategies; and Other Action Items. Highlights in terms of action items include:

Infrastructure and Human Resources Planning

1. Formalize/maintain a formal group to oversee human resource issues in the region.
2. Develop a means for employers to communicate their training needs to the training bodies.
3. Establish a labour market information “dashboard” to provide up to date labour market information/requirements for the region.
4. Economic development strategies need to be developed regionally.
5. Keep innovative youth.

Supply Side Strategies

6. Develop the immigration outreach and assistance programs to ensure immigrants stay in the region.
7. Recognize the importance of First Nations communities in meeting current/future workforce requirements.
8. Consider innovative solutions to encourage youth/young adults to remain in the community.
9. Develop a re-training/upgrading strategy to accommodate possible re-opening of plants which are no longer operational.
10. Consider alternative sources of labour and establish a mechanism to connect with such labour.
11. Develop immigration strategies to attract recent immigrants who have settled in other areas of the province.
12. There are specific programs that employers and community groups could utilize to enhance immigration to the region.
13. Provide an internship/ work placement for students in allied and other health professions.
14. Support tourism initiatives.
15. Utilize First Nations populations to support maintenance of the Algoma Central Railway.

Education and Training Strategies

16. Develop a strategy to attract graduates of the Northern Ontario School of Medicine.
17. Ensure that secondary schools are providing the foundation skills necessary to work in the “new economy”.
18. Consider online/mobile education options.

²⁸ Statistics Canada’s employment figures reflect whether a person was employed, unemployed or not in the labour force during the week prior to the (census) survey.

19. Consider joint use of K-12 facilities to deliver training programs in rural/remote communities.
20. Increased communication between the district school boards, principals and employers in the regions.
21. Confederation College's business model for satellite campuses could be examined.
22. Establishment of a Training Board.
23. Annual labour market data collection.
24. Increased basic skills training to prepare the unemployed for skills upgrading.
25. Alternatives need to be developed to Internet based training.
26. Tailor straight-to-workforce courses for students at risk of dropping out.
27. Offer essential skills training after hours and on weekends.
28. Extend resources available to high school students in co-op to all students.
29. Build better linkages between the K-12 system and the employer community.
30. Focus the Community Involvement to include work experience.
31. Promote highly needed career pathways to laid off workers²⁹.
32. Continue to promote the Ontario Youth Apprenticeship Program (OYAP)
33. Utilize the Ontario Skills Training Enhancement Program.
34. Promote the Apprentice Training Tax Credit to small business.
35. Build on the Literacy and Basic Skills program for First Nations.
36. Develop a "Weekend College" approach to learning.

Other Action Items

37. Prepare communications materials to address some current myths/ challenges in the region.
38. Provide education surrounding incorporating succession planning into a business human resource strategy.
39. Broaden community input.
40. Encourage employer involvement in community planning.
41. Develop a grouped service delivery model.
42. Make available supports to help youth whose families have historically been unemployed/ on assistance.
43. Duplicate the Destiny Model.
44. Support agricultural initiatives.
45. Continue to position Algoma as a centre of excellence for green energy.

²⁹ While statistical knowledge gaps are most apparent in small communities such as Hornepayne, these gaps are representative of broader trends in employment data collection. According to the Globe and Mail, May 2014, the federal Auditor-General Michael Ferguson stated that Statistics Canada data contains significant gaps on job vacancies. Specifically, employment data are missing for the various and distinct regions within each province, including jobs for which labour shortages are the most severe and respective skill sets in the highest demand. Source: McKenna, Barrie. May 11, 2014. "Why Canada has a serious data deficit". *The Globe and Mail*. Website: <http://www.theglobeandmail.com/report-on-business/economy/why-canada-has-a-serious-data-deficit/article18598633/>. Accessed: July 2014.

Labour Force Size

The size of the labour force in Hornepayne declined between 2006 and 2011, although the proportion of the population age 15 and over participating in the labour force increased slightly during that period (72.6% in 2006, to 73.9% in 2011) (see Table 3).

Table 3: Hornepayne Labour Force Sizes, 2006 and 2011

Labour Force Activity		Total population 15 years and older	In the labour force (count/percentage)	Not in the labour force (count/percentage)
Hornepayne	2006	950	690 (72.6%)	260 (27.4%)
	2011	835	617 (73.9%)	218 (26.1%)

Source: Environics Analytics. 2014. *CensusPlus Enhanced Census + NHS*; Statistics Canada. 2007. *Hornepayne, Township Community Profile*.

Labour Force by Occupation

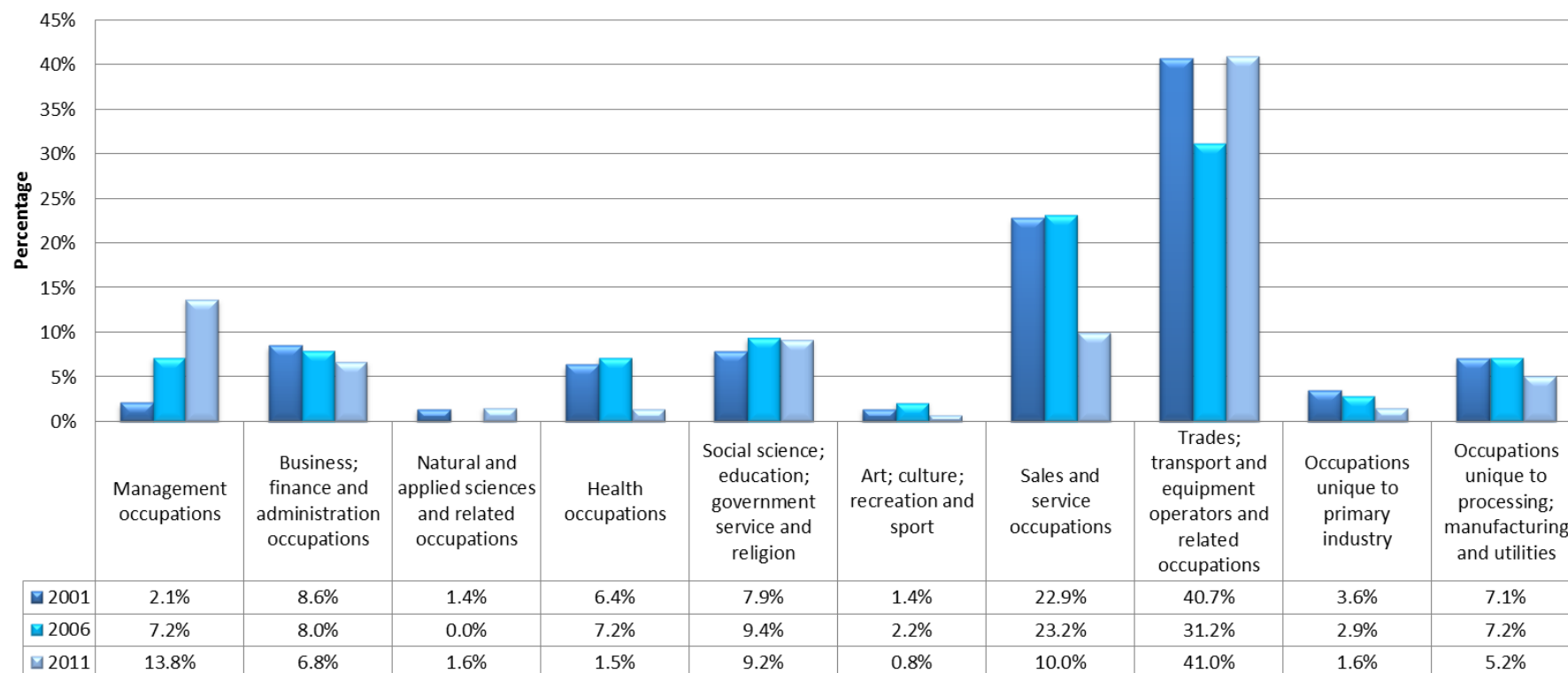
It is noted that the Labour Force occupation categories used for the census by Statistics Canada are slightly different between 2006 and 2001; however, a general comparison between census years and categories can still be made³⁰. Figure 11 below indicates the Township's total population aged 15 years and over in labour force by occupation in 2001, 2006 and 2011, respectively. According to Statistics Canada, in 2001, Hornepayne residents worked primarily in the *trades, transport and equipment operators and related occupations* (40.7%) and *sales and services occupations* (22.9%).

Between 2001 and 2006, the Township's population and labour force size decreased. As reported by Statistics Canada for 2006³¹, the primary occupations of Hornepayne residents were *trades, transport and equipment operators and related occupations* (31.2%) and *sales and service occupations* (23.2%); the same top two occupations as in 2001.

Between 2001 and 2011 (Figure 11), the top occupational category was reported as *trades, transport and equipment operators*, while the proportion of residents working in most other categories dropped between 2006 and 2011. In 2011, this category employed over two-fifths of Hornepayne residents (41.0%) followed by *management occupations* (13.8%) and *sales and service occupations* (10.0%). *Management occupations* increased between 2006 and 2011, while *sales and service occupations* declined during the same period.

³⁰ The 2001 Census of Population workforce by occupation categories are based on the National Occupational Classification for Statistics 2001 (NOC-S 2001). The 2001 Census of Population workforce by occupation categorizations is based on a series of 540 unit groups, 140 minor groups and 10 broad occupational categories based on the National Occupational Classification for Statistics (NOC-S). The 2001 and 2006 Census of Population categorize workforce by occupation based on the "kind of job a person holds and the description of his or her duties". Statistics Canada. 2007. *2006 Census Dictionary - Census Year 2006*. Website: <http://www12.statcan.gc.ca/census-recensement/2006/ref/dict/pdf/92-566-eng.pdf>. Accessed: October 2013.

³¹ The 2006 Census of Population workforce by occupation categories are based on the National Occupational Classification for Statistics 2006 (NOC-S 2006). This classification uses the same categories found in the 2001 Census of Population and National Occupational Classification for Statistics 2001 (NOC-S 2001). The 2006 Census of Population workforce by occupation categorizations is based on a series of 540 unit groups, 140 minor groups and 10 broad occupational categories. *Ibid*.

Figure 11: Hornepayne Labour Force by Occupation, 2001 – 2011

Source: Environics Analytics. 2014. *CensusPlus Enhanced Census + NHS*; Statistics Canada. 2007, 2002. *Hornepayne, Township Community Profiles*.

Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

Labour Force by Industry

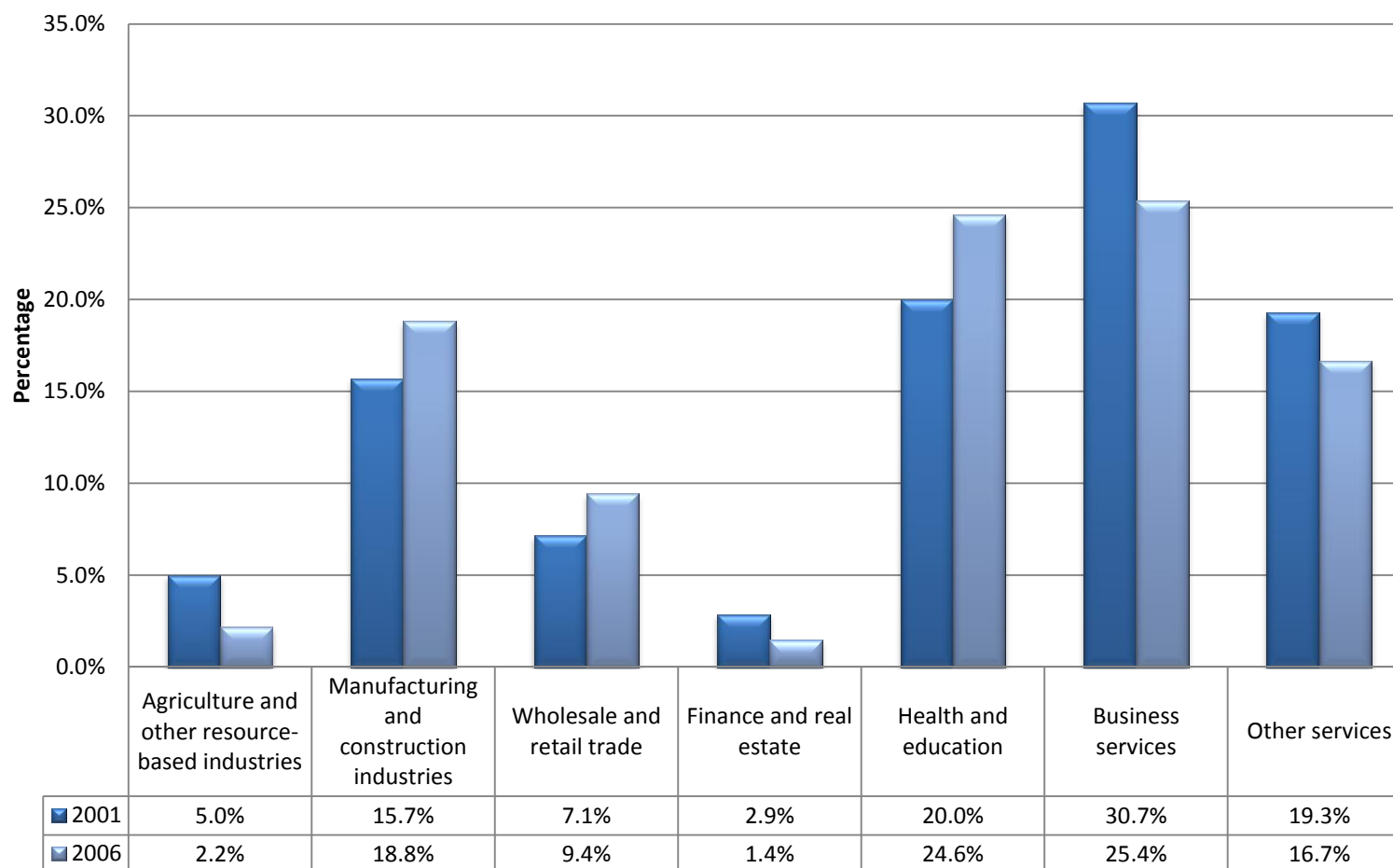
Figure 12 provides an overview of the Township's total population aged 15 years and older in the labour force by industry in 2001 and 2006; Figure 13 shows 2011 data. Changes to the classification of data in labour force by industry for the 2011 census renders direct comparison with previous census years difficult for some categories. For example, the number of industry categories doubled from 10 in 2006 to 20 in 2011, substantially affecting the distribution of labour force by industry.

As reported by Statistics Canada for 2001, Township residents reportedly worked primarily in *business services* (30.7%), *health and education* (20.0%), and *other services* (e.g., Repair and maintenance, personal and laundry services, private households, and religious/civic/professional organizations) (19.3%) industries (see Figure 12).

Between 2001 and 2006, Hornepayne's total population and labour force size declined. During this period, the Township's labour force decreased in size by 10 residents. Figure 12 below illustrates that Township residents worked primarily in *business services* (25.4%) in 2006, followed by *health and education* (24.6%) and *other services* (16.7%); the same top 3 industries as in 2001.

Hornepayne's population and labour force declined in number between 2006 and 2011; it is also recognized that the labour force by industry categories differ between the 2006 and 2011 periods³². Figure 13 indicates that Hornepayne residents worked primarily in *transportation and warehousing* (36.6%) industries, followed by *educational services* (13.3%) and *health care and social assistance* (11.5%) in 2011.

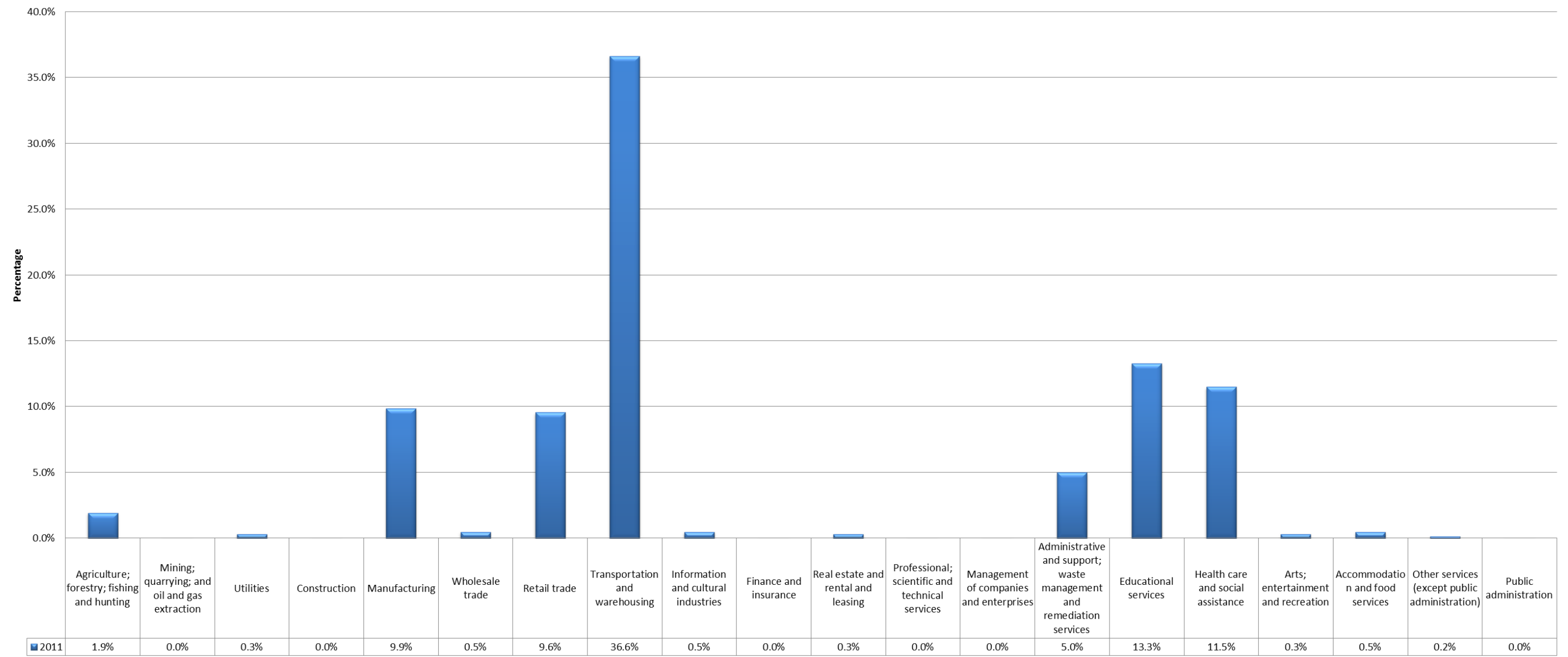
³² 2011 Labour Force by Industry calculations were completed using CensusPlus information which provides labour force information using different industry categorizations than those used for the 2006 Census of Population.

Figure 12: Labour Force by Industry, 2001 – 2006

Source: Statistics Canada. 2002, 2007. *Hornepayne, Township Community Profiles*.

Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

Figure 13: Labour Force by Industry, 2011

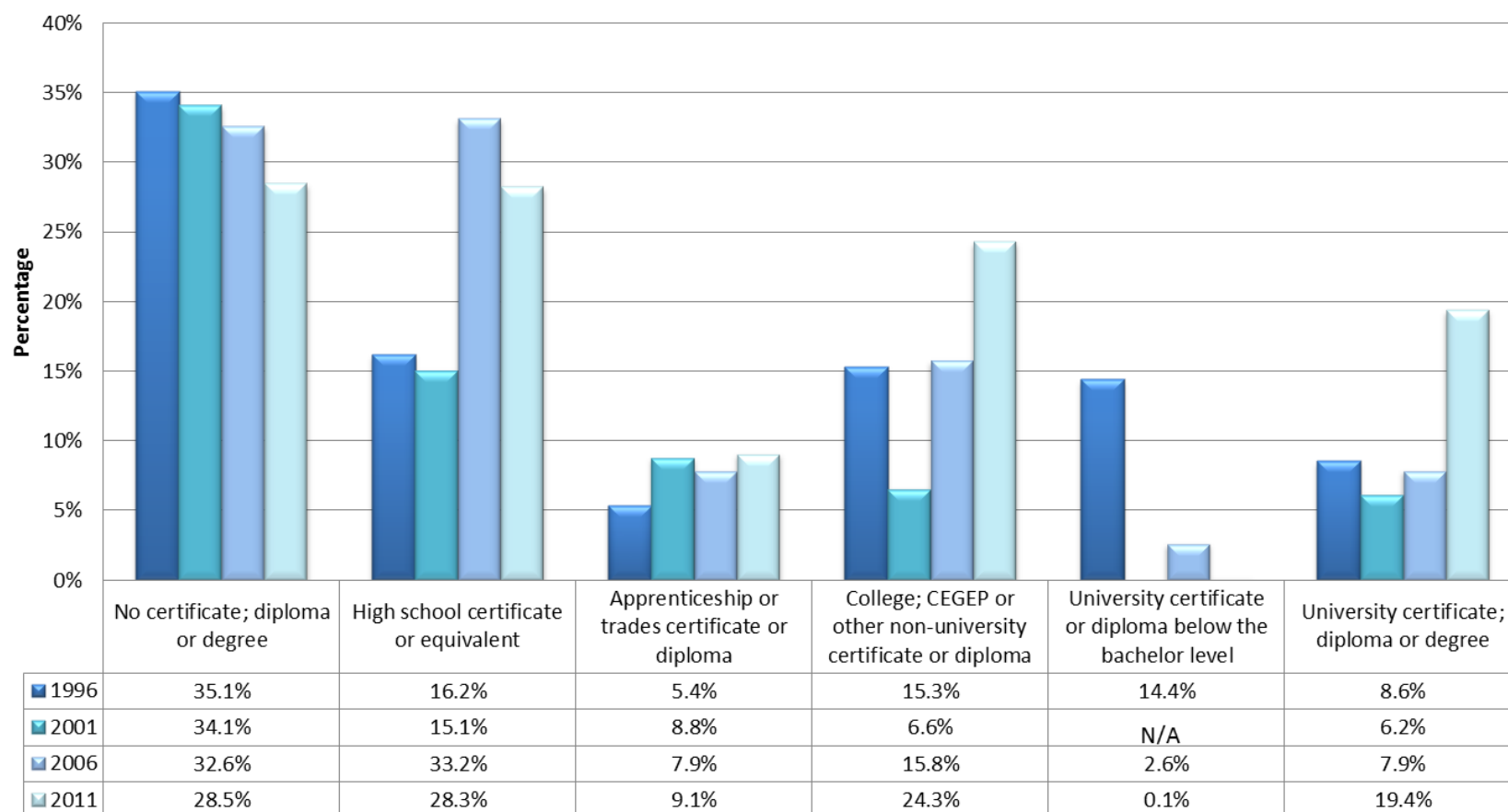


Source: Environics Analytics. 2014. *CensusPlus Enhanced Census + NHS*.
Note: Percentages do not add to 100% due to random rounding of the original source data.

2.2.1.3 Education

Educational Attainment

An overview of selected categories for educational attainment of Hornepayne residents aged 15 years and over between 1996 and 2011 is presented below in Figure 14. Generally, the level of education attainment for secondary and post-secondary education has increased during this period. Hornepayne residents were generally more likely to have a university or college education compared to apprenticeship or trades education between 1996 and 2011. The number of residents with apprenticeship or trades training increased from 1996 to 2001 and from 2006 to 2011 following a decline between 2001 and 2006. This decline can be attributed to out-migration consistent with the decline of trade employment opportunities within the Township. In 2011, there was a significant increase in the proportion of Hornepayne residents having a university or college education.

Figure 14: Hornepayne Educational Attainment, 1996 – 2011

Source: Environics Analytics. 2014. *CensusPlus Enhanced Census + NHS*; Statistics Canada. 1997, 2002, 2007. *Hornepayne, Township Community Profiles*.

Note: Percentages do not add to 100% due to random rounding of the original source data.

School Facilities

Hornepayne has access to a daycare facility, three elementary schools, and a secondary school.

The Hornepayne Best Start Hub, formerly known as the Hornepayne Family Resource Centre, is part of the Superior Children's Centre. It is a licensed day care facility offering a variety of early learning activities and programming. The facility also provides a wide variety of workshops for parents, caregivers and community service providers³³.

The community is serviced by four schools providing students with education from junior kindergarten up to grade 12. Table 4 provides a list of the schools servicing Hornepayne and their enrolment levels in 2011. Three elementary schools (Hornepayne Public School, École Saint Nom de Jésus³⁴ and Holy Name of Jesus Catholic School³⁵) provide education up to grade 8. Hornepayne High School provides education for students from grades 9 to 12.

Table 4: Hornepayne School Facilities and Enrolment

School Name	School Board	Programming (Grades)	2011 Enrolment
Hornepayne Public School	Algoma District School Board	JK - 8	60 ³⁶
Hornepayne High School	Algoma District School Board	9-12	65 ³⁷
Holy Name of Jesus Catholic School ³⁸	Huron-Superior Catholic District School Board	JK-8	31 ³⁹
École Saint Nom de Jésus	Conseil scolaire catholique du Nouvel-Ontario ⁴⁰ ; and, Three Bears Day Care (attached to the school) ⁴¹	JK-8	40 ⁴²

Source: Algoma District School Board. 2003. *Hornepayne Public School Profile*. Website: <http://www.adsb.on.ca/uploads/info/listings/HornepaynePublicSchool.pdf>. Accessed: October 2013;

Algoma District School Board. 2003. *Our Schools*. Website: <http://www.adsb.on.ca/content/schools/>. Accessed: July 2014;

Conseil Scolaire Catholique du Nouvel-Ontario. 2012. *Nos Ecoles*. Website: http://www.nouvelon.ca/nos_ecoles/index.php. Accessed: October 2013; Huron-Superior Catholic District School Board.

2012. *Our Schools*. Website: <http://www.hscdsb.on.ca/index.aspx?l=0,2,4,41,42,118>. Accessed: October 2013.

³³ Superior Children's Centre. 2014. *Hornepayne Best Start Hub*. Website: <http://www.superiorchildrenscentre.org/hornepaynebeststart.htm>. Accessed: July 2014.

³⁴ Conseil scolaire catholique du Nouvel-Ontario. 2012. *Nos Ecoles*. Website: http://www.nouvelon.ca/nos_ecoles/index.php. Accessed: October 2013.

³⁵ Huron-Superior Catholic District School Board. 2012. *Our Schools*. Website: <http://www.hscdsb.on.ca/index.aspx?l=0,2,4,41,42,118>. Accessed: October 2013.

³⁶ This information was obtained from Hornepayne community discussions May 2012.

³⁷ Ibid.

³⁸ This information was obtained from Hornepayne community discussions May 2012.

³⁹ This information was obtained from Hornepayne community discussions June 2012.

⁴⁰ This information was obtained from Hornepayne community discussions May 2012.

⁴¹ This information was obtained from Hornepayne community discussions July 2012.

⁴² This information was obtained from Hornepayne community discussions June 2012.

Figure 15: Hornepayne Public School and Hornepayne High School

Source: DPRA Canada, 2012.

Consistent with a declining population, school enrolment decreased in the period after 1996. In 2003, enrolment levels were significantly higher for Hornepayne Public School and Hornepayne High School than today with approximately 93 and 137 students, respectively⁴³. Enrolment declined between 2003 and 2011.

In 2012, Holy Name of Jesus Catholic School had 46 students enrolled, while École Saint Nom de Jésus had 28 students for the same period⁴⁴. Despite recent declines in enrolment for Holy Name of Jesus Catholic School, local officials have indicated enrolment levels have been stabilizing over the past four years.

The Hornepayne Public School is combined in a new location with Hornepayne High School (see Figure 15). Hornepayne Public School services the Township and the surrounding area⁴⁵. In 2003, Hornepayne Public School was operating at 48.0% of its capacity⁴⁶. Hornepayne Public School includes facilities such as a gymnasium, that are used for community uses and programming⁴⁷. École Saint Nom de Jésus provides students with French programming and shares facilities with the Holy Name of Jesus Catholic School⁴⁸ including the gymnasium. The four school boards servicing Hornepayne are a source of local employment.

Post-secondary institutions are available in the area surrounding Hornepayne for residents interested in obtaining a degree/diploma after high school graduation. These include Lakehead University, Confederation College⁴⁹, Algoma University, Sault College, the Northern Ontario School of Medicine, and Northern College. These post-secondary institutions are located in the communities of Thunder Bay, Sault Ste. Marie and Timmins⁵⁰. In addition, there are two post-secondary institutions situated in Hearst (Collège Boréal and

⁴³ This information was obtained from Hornepayne community discussions.

⁴⁴ Ibid.

⁴⁵ Algoma District School Board. 2003. *Hornepayne Public School Profile*. Website: <http://www.adsb.on.ca/uploads/info/listings/HornepaynePublicSchool.pdf>. Accessed: October 2013.

⁴⁶ Ibid.

⁴⁷ Ibid.

⁴⁸ École Saint Nom de Jésus and Holy Name of Jesus Catholic School are co-located and operate out of the same building; however, the schools provide differing programming.

⁴⁹ Confederation College has many campuses in Northern Ontario, including the Northshore Campus in Marathon. The Northshore Campus offers a number of programs, including training-specific programs such as the 6 week intensive Hard Rock Miner course and intensive 5 week Underground Diamond Driller Helper course. Confederation College. 2012. *Northshore Campus (Marathon)*. Website: <http://www.confederationc.on.ca/marathon>. Accessed: October 2013.

⁵⁰ Northeast Superior Forest Community. n.d. *Hornepayne Your Oasis of Opportunity*. Prepared for the Corporation of the Township of Hornepayne and Superior East Community Futures Development Corporation.

Université de Hearst⁵¹). Contact North, which has an office in Hornepayne, provides access to education and training opportunities to the community. The organization provides people the opportunity to complete a secondary school diploma, upgrade current skills through professional development and post-secondary studies⁵². Collectively, these institutions provide a range of program and degree options, including continuing and distance education.

2.2.1.4 Health and Safety Facilities and Services

Figure 16: Hornepayne Community Hospital



Health Services

Despite its size and remote location, the Township has a number of health facilities. Residents are provided access to health and safety services through the Hornepayne Community Hospital, and the Porcupine Health Unit.

The hospital has four Registered Nurses, one full-time Physician, plus locums. There are currently two locums who return on a regular basis throughout the year⁵³ and have been servicing Hornepayne for many years⁵⁴. The

hospital is equipped with the latest technology. There are currently six beds, in-patient services and a Long-Term Care unit with 14 beds⁵⁵. The Hornepayne Community Hospital is a partner in the Ontario Telemedicine Network (OTN). This partnership provides the Hornepayne Community Hospital with real-time access to specialists and other health care providers across the province. The OTN increases the Hornepayne Community Hospital's ability to deliver clinical care, professional education and health-related administrative services⁵⁶. There is one pharmacist in Hornepayne to provide pharmaceutical supplies and services. Telehealth Ontario is a province wide service that can also provide Hornepayne residents with additional (free) telephone access to a Registered Nurse; available 24 hours a day and 7 days a week⁵⁷.

⁵¹ Université de Hearst offers undergraduate programs in French on three campuses located in Hearst, Kapuskasing and Timmins. Website: <http://www.uhearth.ca/english>. Accessed: January 2015.

⁵² *Ibid.*

⁵³ *This information was obtained from Hornepayne community discussions.*

⁵⁴ Locums visiting Hornepayne are travelling from British Columbia and New Zealand. The locums travel to Hornepayne for different periods of time and at differing frequencies. One locum visits Hornepayne in August and March; the second visits for 6 weeks, approximately three or four times throughout the year. *Insight gained by DPRA from conversation with a member of the Hornepayne Community Hospital.*

⁵⁵ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: <http://www.hornepayne.com/township.html>. Accessed: October 2013.

⁵⁶ *Ibid.*

⁵⁷ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: <http://www.hornepayne.com/township.html>. Accessed: October 2013.

In addition to the services provided by the local hospital, Notre Dame Hospital, a larger facility in Hearst, provides additional services including dental and optometry services. Specialist services including physiotherapy are also available in the Town of Hearst⁵⁸ or larger regional centres such as Thunder Bay or Sault Ste. Marie.

The Porcupine Health Unit provides health and safety services to more than 28 communities, including the Township of Hornepayne. In 2006, the Porcupine Health Unit provided services to 92,608 residents of which Hornepayne residents represented approximately 1.3%⁵⁹. The Unit is staffed on a part-time basis⁶⁰ and provides residents with monthly dental and optometry services⁶¹.

Township residents are able to access the services of 2 veterinarians who come to Hornepayne approximately once every two months⁶².

The North East Local Health Integration Network (NELHIN) provides outreach mental health services to residents of Hornepayne, as well as rudimentary diabetes education and care services⁶³. The NELHIN is funding a regional two-year North Algoma Health Needs Assessment project designed to coordinate existing local health services and improve patient care.

The Algoma District Services Administration Board (ADSB) provides services to a number of communities in the area surrounding Hornepayne, including paramedic and ambulance services. The ADSB operates a two-bay ambulance facility in Hornepayne; one ambulance is on site for twelve hours and the second ambulance is on standby for twelve hours. This base services Hornepayne in addition to the entire Highway 631 corridor which extends 50 kilometres south of Hornepayne to the junction at Highway 11⁶⁴. In addition, air ambulance services are operated out of Hornepayne Municipal Airport⁶⁵.

Policing

The Ontario Provincial Police (OPP) Superior East Detachment services the area of Hornepayne⁶⁶. The Detachment has headquarters in Wawa; however, it provides service to the communities of Chapleau,

⁵⁸ This information was obtained from Hornepayne community discussions.

⁵⁹ Haque, Foyez. October 2009. *Population Profile 2006 Census*. Prepared for the Porcupine Health Unit.

⁶⁰ Porcupine Health Unit. 2012. *Porcupine Health Unit: About Us*. Website: <http://www.porcupinehu.on.ca/About/index.html>. Accessed: October 2013.

⁶¹ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: <http://www.hornepayne.com/township.html>. Accessed: October 2013.

⁶² This information was obtained from Hornepayne community discussions May 2012.

⁶³ Stables, Cynthia. 2011. *North East Local Health Integration Network – Changing How Health Care is Delivered and Experienced in Wawa*. Prepared for the North East Local Health Integration Network.

⁶⁴ Algoma District Services Administration Board. n.d. *Hornepayne*. Website: http://www.adsab.on.ca/Base_Locations_Hornepayne.aspx. Accessed: July 2014.

⁶⁵ Air Ambulance. n.d. *Hornepayne Municipal Airport Emergency Flight Services*. Website: <http://www.airambulanceservices.com/airports/ontario/hornepayne/hornepayne-municipal-airport/ap1764/>. Accessed: October 2013.

⁶⁶ Ontario Provincial Police. 2014. *Detachment List*. Website: <http://www.opp.ca/ecms/index.php?id=420>. Accessed: July 2014.

Dubreuilville, Hornepayne, Wawa and White River⁶⁷. The Detachment servicing Hornepayne currently consists of five members.

Fire Protection

Hornepayne has a volunteer fire department consisting of 13 members.

2.2.2 SUMMARY OF HUMAN ASSETS

This section summarizes the Human Assets described above for Hornepayne in terms of:

- Priorities and Key Issues;
- Community Aspirations; and,
- Capabilities and Capacities within the Community.

2.2.2.1 Priorities and Key Issues

Over the past 15 years, the Township's total population and labour force has declined, while the median age of residents increased, indicating an aging trend. As an aging community, residents will require additional and increased frequency of health care services over time.

Despite an aging and declining population, community members confirm that Hornepayne is a resilient community, capable of adapting to new and changing situations. A large proportion of the Township's population is long-time residents who have witnessed the various "boom and bust" cycles associated with natural resource-based development activities. Industry trends in recent years in the forestry sector have negatively impacted the local economy. However, the continued presence of the Olav Haavaldsrud Timber Company Limited (as well as the opening of the cogeneration plant in 2013) and CN Rail provide stability despite a declining labour force. A challenge to growth will be to reverse trends of aging and out-migration through the retention of youth and skilled workers.

Hornepayne is a community strongly tied to its resource-based economy. As a result, the economic downturn and the downsizing and closure of major employers in recent years have resulted in a decline of employment opportunities. Available information suggests that because of the two main employers – CN Rail and the Olav Haavaldsrud Timber Company – many residents are employed in well-paying jobs even though there have been a declining number of employment opportunities⁶⁸. Recent community discussions indicated that there is a shortage of workers at both the Olav Haavaldsrud Timber Company Limited's Mill and co-generation plant and CN, and difficulty attracting workers.⁶⁹

⁶⁷ Ontario Provincial Police. September 2012. *Ontario Provincial Police Regions and Detachment Names*. Website: <http://www.opp.ca/ecms/files/250280565.2.pdf>. Accessed: October 2013.

⁶⁸ This information was obtained from Hornepayne community discussions 2012.

⁶⁹ This information was obtained from Hornepayne community discussions 2014.

2.2.2.2 Community Aspirations

The Township's *Strategic Plan* (2011) identifies a number of priorities for the Township now and into the future. Among the identified priorities, Hornepayne residents desire growth in terms of population and employment opportunities. Despite decline and recent hardships resulting from the 2010 closure of the Hornepayne Town Centre, residents have a sense of resiliency and pride.

2.2.2.3 Capabilities and Capacities within the Community

Between 1996 and 2011, an increasing proportion of Township residents obtained some form of post-secondary education or training. For the same years, Township residents were mostly employed in *trades, transport equipment operators and related occupations*. The availability of a trained workforce will enable Township residents to benefit from new employment opportunities associated with the transportation and natural resource-based economy.

2.3 ECONOMIC ASSETS

2.3.1 ECONOMIC ASSET INDICATORS

The Economic Assets within a community include resources that people use to achieve their livelihood objectives. Specific indicators within the Economic Assets category include:

- Employment
- Income
- Business Activity
- Tourism
- Economic Development Services
- Governance and Municipal Finances

These indicators are described in this section, within the context of economic well-being of Hornepayne.

2.3.1.1 Employment

The Township of Hornepayne has a long history of resource development activity, including several “boom and bust” cycles associated with forestry. The Township's local economy was negatively impacted by a decline in forestry as a result of the housing market crash in the USA and ensuing global recession⁷⁰. Despite this decline in the local economy, employment opportunities remained relatively stable due to the continued presence of two major employers – Olav Haavaldsrud Timber Company Limited⁷¹ and CN Rail. Recently, Olav Haavaldsrud Timber Company Limited has expanded its operations, and

Figure 17: CN Rail Offices



Source: DPRA Canada, 2012.

⁷⁰ This information was obtained from Hornepayne community discussions throughout 2012.

⁷¹ A fire in the summer of 2006 resulted in the Olav Haavaldsrud Timber Company Limited mill facility remaining closed between August 2006 and March 2007. KBM Forestry Consultants, Incorporated. 2008. *Nagagami Forest Independent Forest Audit 2002 – 2007*. Website:

there are additional local employment opportunities at the company's cogeneration plant⁷². It has been noted that there is currently a shortage of workers at the Olav Haavalsrud Timber Company Limited's mill and cogeneration plant, and at CN.⁷³

Labour Force Characteristics

The following section reports on the Participation Rate, Employment Rate and Unemployment Rate in Hornepayne for 1996, 2001, and 2006. 2011 NHS data is not available for Hornepayne, including labour force participation, employment and unemployment rates. In addition, employment data estimates by Environics Analytics estimations appear to be inaccurate, and are not reported in this profile.

Labour Force Participation

According to the Census, Hornepayne residents have had a fluctuating labour force participation rate between 1996 and 2006, with participation declining between 1996 and 2001, then increasing between 2001 and 2006. Hornepayne residents had a labour force participation rate⁷⁴ of 71.6% in 1996; in 2001, the community's participation rate declined to 71.2%; and then increased slightly in 2006 to 72.6%.

Labour Force Employment

The labour force employment rates increased slightly between 1996 and 2006. Hornepayne residents had an employment rate of 66.2% in 1996 compared to 68.9% in 2006 (see Table 5, below).

Labour Force Unemployment

As recorded by Statistics Canada, Hornepayne's unemployment rate has fluctuated between 1996 and 2006 (see Table 5 and Figure 18). Unemployment decreased from 6.9% in 1996 to 4.3% in 2001, then increased between 2001 and 2006 to 5.1%. It is suggested that Hornepayne's relatively low unemployment rate is directly related to the number of qualified working people leaving the community for opportunities outside the Township. Out-migration has resulted from business closures or down-sizing and service reductions during this period, including the temporary closure of Olav Haavalsrud Timber Company Limited in late 2006⁷⁵ and CN Rail which has reduced its work force by 50% since 1992⁷⁶. However, Table 5 does not reflect recent positive

<http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@forests/documents/document/291241.pdf>. Accessed: October 2013.

⁷² This information was obtained from Hornepayne community discussions 2014.

⁷³ This information was obtained from Hornepayne community discussions 2014.

⁷⁴ According to Statistics Canada 2006 Census Dictionary, **participation rate** is those persons in the labour force in the week (Sunday to Saturday) prior to Census Day, expressed as a percentage of the population aged 15 years and over, excluding institutional residents. Statistics Canada. 2007. *2006 Census Dictionary – 2006 Census Year*. Website: <http://www12.statcan.gc.ca/census-recensement/2006/ref/dict/pdf/92-566-eng.pdf>. Accessed: October 2013.

⁷⁵ KBM Forestry Consultants, Inc. 2008. *Nagagami Forest Independent Forest Audit 2002 – 2007*. Website: <http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@forests/documents/document/291241.pdf>. Accessed: October 2013.

⁷⁶ Hornepayne Community Adjustment Committee. July 2011. *Strategic Plan for the Community of Hornepayne*. Prepared for the Corporation of the Township of Hornepayne.

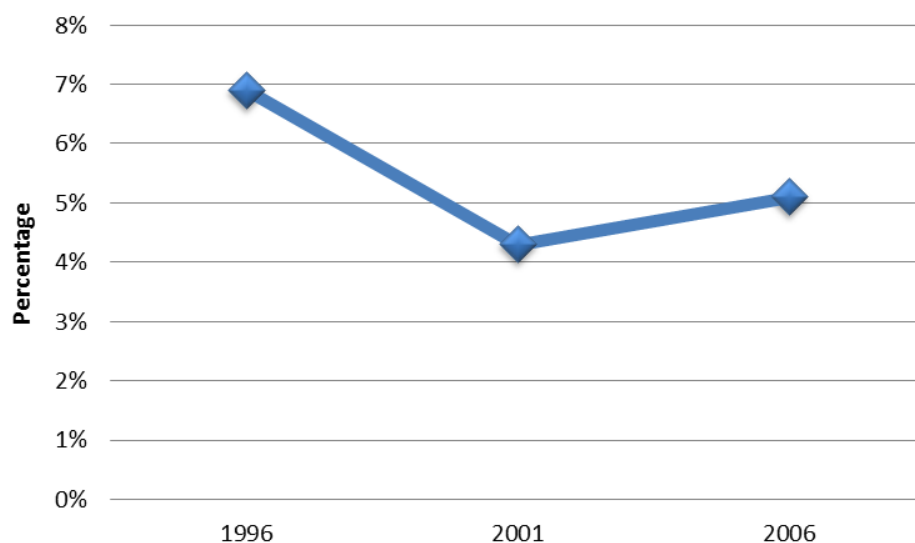
developments including the hiring of additional workers at the Olav Haavalsrud Timber Company Limited's Mill and cogeneration plant, as well as CN.⁷⁷

Table 5: Hornepayne Labour Force Characteristics, 1996 – 2006

Census Year	Participation Rate ⁷⁸	Employment Rate ⁷⁹	Unemployment Rate
1996	71.6%	66.2%	6.9%
2001	71.2%	67.7%	4.3%
2006	72.6%	68.9%	5.1%
2011 ⁸⁰	N/A	N/A	N/A

Source: Environics Analytics. 2014. *CensusPlus Enhanced Census + NHS*; Statistics Canada. 1997, 2002, 2007. *Hornepayne, Township Community Profiles*.

Figure 18: Hornepayne Unemployment Rates, 1996 – 2006



Source: Statistics Canada. 1997, 2002, 2007. *Hornepayne, Township Community Profiles*.

Note: Statistics Canada's employment figures reflect whether a person was employed, unemployed or not in the labour force during the week prior to the (census) survey.

⁷⁷ This information was obtained from Hornepayne community discussions 2014.

⁷⁸ According to Statistics Canada, participation rate is those persons in the labour force in the week (Sunday to Saturday) prior to Census Day, expressed as a percentage of the population aged 15 years and over, excluding institutional residents. Statistics Canada. 2007. *2006 Census Dictionary – 2006 Census Year*. Website: <http://www12.statcan.gc.ca/census-recensement/2006/ref/dict/pdf/92-566-eng.pdf>. Accessed: October 2013.

⁷⁹ According to Statistics Canada, employment rate refers to the number of persons employed in the week (Sunday to Saturday) prior to Census Day, expressed as a percentage of the total population aged 15 years and older, excluding institutional residents. *Ibid*.

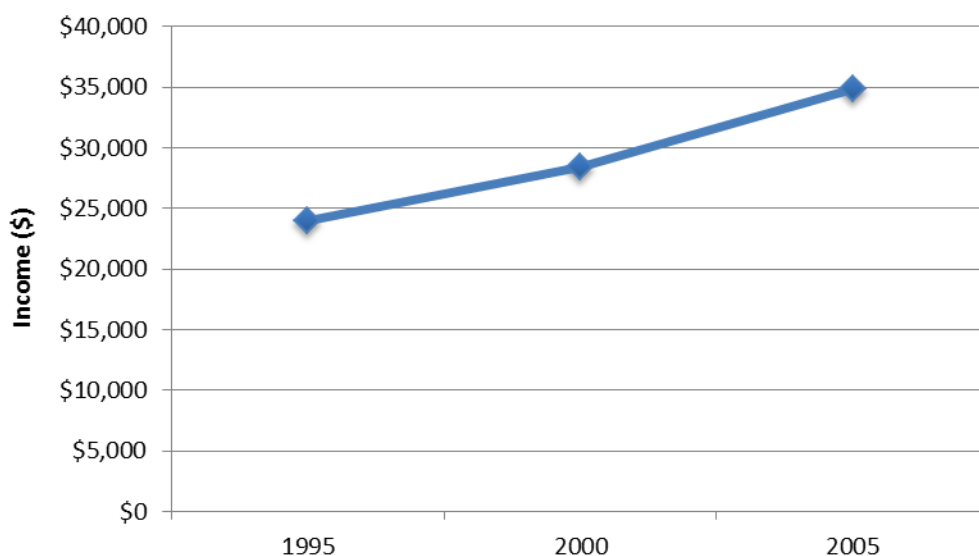
⁸⁰ 2011 NHS data is not available for Hornepayne, including labour force participation, employment and unemployment rates. In addition, employment data estimates by Environics Analytics estimations appear to be inaccurate, and are not reported in this profile.

2.3.1.2 Income

Between 1995 and 2005, the individual median income of residents aged 15 years and older⁸¹ increased from \$23,945 in 1995 to \$34,872 in 2005 (see Figure 19). Due to data limitations, income characteristics are unavailable for 2011.

As indicated in Table 6, the proportion of government transfers as a percentage of income in Hornepayne in 1995 was 8.0%, decreasing to 7.3% in 2000; by 2005, it had increased to 8.3%. It has been observed that the relatively high individual median incomes earned can be attributed to a concentration of “trades” occupations which tend to provide higher wages as compared to other occupations in the Township⁸².

Figure 19: Hornepayne Individual Median Income Trend, 1995 – 2005



Source: Statistics Canada. 1997, 2002, 2007. *Hornepayne, Township Community Profiles*.

⁸¹ Statistics Canada. 2007. *Hornepayne, Township Community Profile*. Website: <http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/details/page.cfm?Lang=E&Geo1=CSD&Code1=3557096&Geo2=PR&Code2=35&Data=Count&SearchText=hornepayne&SearchType=Begins&SearchPR=01&B1=All&Custom=>. Accessed: July 2014.

⁸² Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: <http://www.hornepayne.com/township.html>. Accessed: October 2013.

Table 6: Hornepayne Individual Income Characteristics, 1995 – 2005

Income Characteristics	1995	2000	2005
Total number of persons 15 years and over (counts)	1,110	920	910
Median individual income (\$)	\$23,945	\$28,399	\$34,872
Earnings - % of income	88.0%	87.4%	83.8%
Government transfers - % of income	8.0%	7.3%	8.3%
Other Money - % of income	4.0%	5.1%	8.5% ⁸³

Source: Statistics Canada. 1997, 2002, 2007. *Hornepayne, Township Community Profiles*.

2.3.1.3 Business Activity

Hornepayne's economy is focused on three distinct areas: manufacturing, transportation and health. Tourism is another seasonal segment of the local economy due to the community's location and reputation as a destination for outdoor activities⁸⁴. Forestry is recovering in the local economy⁸⁵.

There is also a limited retail sector present, including a Valu-mart grocery store, a variety store, two restaurants, a hardware store and gas station, as well as an auto repair business.

Tables 7 and 8 highlight the major private and public sector employers in the Township. These employers, combined with smaller-scale employers, provide a range of local employment opportunities in a number of sectors. Additionally, the local mill and associated harvesting and transportation activities have remained active and viable.

Hornepayne currently has nine major employers as indicated in Table 7 and Table 8 below. Currently, there are five major private sector employers (see Table 7) and four major public sector employers (see Table 8). The services offered by the Township's largest employers vary from transportation and forestry to health and education.

⁸³ According to the 2006 Census, Statistics Canada does not have a specific definition for the Other Money category; but, define the Composition of Total Income - Composition of income of a population group or a geographic area refers to the relative share of each income source or group of sources, expressed as a percentage of the aggregate total income of that group or area. Percentages may not add to 100% due to rounding. Statistics Canada. 2007. *Hornepayne, Township Community Profile*. Website: Statistics Canada. 2007. *Hornepayne, Township Community Profile*. Website: <http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/details/page.cfm?Lang=E&Geo1=CSD&Code1=3557096&Geo2=PR&Code2=35&Data=Count&SearchText=hornepayne&SearchType=Begins&SearchPR=01&B1=All&Custom=>. Accessed: July 2014.

⁸⁴ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: <http://www.hornepayne.com/township.html>. Accessed: October 2013.

⁸⁵ Information obtained from Hornepayne community discussions.

Table 7: Hornepayne's Largest Private Sector Employers⁸⁶

Company Name	Industry Sector	Employees
Canadian National Railway	Transportation	100
Olav Haavaldsrud Timber Company Ltd.	Forestry	108
D.J. Oliver & Sons Ltd.	Grocery Store	20
Kenogami Lumber	Forestry	20
A&F Kistemaker Trucking	Transportation	19

Source: Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: <http://www.hornepayne.com/township.html>. Accessed: October 2013; Information obtained from Hornepayne community discussions.

Table 8: Hornepayne's Largest Public Sector Employers⁸⁷

Company Name	Industry Sector	Employees
Hornepayne Community Hospital	Health	65
Hornepayne Public School System	Education	29
Township of Hornepayne	Government	20
Hornepayne Roman Catholic School Board	Education	11

Source: Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: <http://www.hornepayne.com/township.html>. Accessed: October 2013; Information obtained from Hornepayne community discussions.

Figure 20: Hornepayne Town Centre (Closed 2010)

The number of people employed by the Township's largest employers continues to fluctuate. The 2008 global economic downturn and the ensuing recession negatively impacted the local economy. Declines in the railway and lumber industries resulted in a large number of job losses in the period after January 2009⁸⁸. In addition, service reductions and the 2010 closure of the Hornepayne Town Centre (see Figure 20) building have also impacted employment opportunities.

⁸⁶ Major private sector employers and employment levels are based on available public information and insights received from Hornepayne community discussions.

⁸⁷ Major public sector employers and employment levels are based on available public information and insights received from Hornepayne community discussions.

⁸⁸ Hornepayne Community Adjustment Committee. October 2011. *Hornepayne Community Adjustment Plan*. Prepared for the Corporation of the Township of Hornepayne.

Forestry

In 2011, the Ontario Ministry of Northern Development and Mines provided an additional forest resource allocation of 220,000 cubic meters to the mill in Hornepayne⁸⁹. This increase in forest resources provided Township residents with new employment opportunities in the recovering forestry sector. This included the completion of the new Becker Cogeneration Plant in September 2013, located at the Olav Haavaldsrud Timber Company Limited mill facility (Figure 21). The 10 megawatt facility was constructed with assistance

Figure 21: Olav Haavaldsrud Timber Company Limited



Source: DPRA Canada, 2012.

from the Ontario Government to produce electricity from wood by-products for the provincial power grid and produce heat for the sawmill and kiln operations⁹⁰. The Plant will consume approximately 175,000 to 200,000 tonnes of sawmill wood byproducts annually⁹¹. The Plant created 20 new jobs, saved 100 existing sawmill jobs, and supported approximately 40 indirect jobs in collecting forest biofibre⁹².

The recent sale and rejuvenation of the Terrace Bay Pulp Mill provides a buyer for wood chips, which will help with the economic viability of lumber mills in the area such as Olav Haavaldsrud in Hornepayne.

The timber supply in the Hornepayne area is managed by the Nawiinginokiima Forest Management Corporation (NPMC)⁹³. NPMC is the first local forest management corporation in Ontario, established under the Ontario Forest Modernization Act in 2012. Nawiinginokiima is an Ojibway word that means “working together”. NPMC was established to operate within a defined management area that includes the communities of the Ojibways of the Pic River First Nation, Pic Moberg First Nation, Hornepayne Aboriginal community, Marathon, Hornepayne, Manitouwadge and White River. The area is comprised of four forest management units – Big Pic, Pic River, White River and Nagagami Forests.⁹⁴

⁸⁹ Grech, Ron. October 2011. “Bigger allocations – big plans”. *The Working Forest Newspaper*. Website: <http://www.workingforest.com/bigger-allocations-big-plans/>. Accessed: October 2013.

⁹⁰ Anonymous. September 2013. “Hornepayne facility will help support 160 jobs”. *SooToday*. Website: <http://www.sootoday.com/content/news/details.asp?c=61805>. Accessed: July 2014.

⁹¹ Anonymous. September 2013. “Co-generation plant opens in Hornepayne”. *Northern Ontario Business*. Website: <http://www.northernontariobusiness.com/Industry-News/forestry/2013/09/Cogeneration-plant-opens-in-Hornepayne.aspx>. Accessed: July 2014.

⁹² Anonymous. September 2013. “Hornepayne facility will help support 160 jobs”. *SooToday*. Website: <http://www.sootoday.com/content/news/details.asp?c=61805>. Accessed July 2014.

⁹³ Nawiinginokiima Forest Management Corporation. 2014. *About NPMC – Overview*. Website: <http://www.npmcforestry.ca/about.aspx>. Accessed: July 2014.

⁹⁴ *Ibid.*

Mining

There are a number of mining operations and several exploration projects active in the area surrounding Hornepayne which provide a source of employment for area residents. Mining operations and exploration projects are discussed in more depth in Section 3.6.2 of this profile.

2.3.1.4 Tourism

Hornepayne and the surrounding area include an abundance of natural features providing a range of outdoor activities. Hornepayne is a tourist destination for fishermen, hunters and outdoor enthusiasts⁹⁵. Tourist services are primarily fly-in lodges. Other businesses cater to wilderness tours and snowmobiling. Fishing in Hornepayne is most popular in the spring and summer, while hunting for moose and bear is popular in the fall⁹⁶. Hornepayne is also located at the junction of a major Ontario snowmobile trail that connects to Wawa and Sault Ste. Marie to the south, and Hearst and Cochrane⁹⁷.



Source: DPRA Canada, 2012.

The 2011 *Strategic Plan for the Community of Hornepayne* identifies future opportunities for growth in the tourism industry arising from the packaging of services and activities to suit specific niche markets. However, there is recognition that the Township's tourism sector needs to diversify in order to match products and services to meet the needs of specific target markets⁹⁸. An additional obstacle for the growth of tourism is the loss of the hotel facility formerly located in the Hornepayne Town Centre, which closed in 2010. This has left a significant gap that limits the Township's ability to benefit from the surrounding area's tourism potential.

Tourism accommodations in Hornepayne include^{99,100}:

- Uncles All Season Cottages and Camp Grounds;
- Economic Development Corporation housing complex;
- Camp Larkin;
- Rock's Hunt Camp;
- Pro North Outfitters;
- River Side Cabins; and,
- Tom Henry's Cree Lake Fish Camp.

⁹⁵ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: <http://www.hornepayne.com/township.html>. Accessed: October 2013.

⁹⁶ Jeremy, Gail and Latoski, Tiffany. August 2008. *Township of Hornepayne Investment Readiness Profile Prepared for Economic and Tourism Sector*. Prepared for the Corporation of the Township of Hornepayne.

⁹⁷ Hornepayne Community Adjustment Committee. July 2011. *Strategic Plan for the Community of Hornepayne*. Prepared for Corporation of the Township of Hornepayne.

⁹⁸ *Ibid.*

⁹⁹ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: <http://www.hornepayne.com/township.html>. Accessed: October 2013.

¹⁰⁰ The list of tourism accommodations was supplemented by information from Hornepayne community discussions.

In addition to the above mentioned accommodations, the following fly-in operations are located in the Hornepayne area^{101,102}:

- Johnson's Fly-in Outpost Camps;
- Poplar Ridge Lodge;
- Forde Lake Air Service;
- PK Resorts;
- Expeditions North;
- Wallace Timberwolf Lodge Limited;
- Pullen's Nagagami Lodge;
- Lake Obakamiga Buck & Bingwood;
- Linbarr Lake Adventures;
- Agich's Kaby Kabins;
- Expeditions North Nagagami Lake Lodge;
- Popular Ridge Lodge;
- Silver Poplar Grove Camps;
- Timberwolf Lodge; and,
- Walton's Kay Vee Lodge.

2.3.1.5 Economic Development Services

Economic development services are provided by a number of organizations including the Hornepayne Economic Development Corporation, Nord-Aski Regional Economic Development Corporation, Ontario Ministry of Northern Development and Mines, Export Development Canada and FedNor.

The Hornepayne Economic Development Corporation is responsible for providing information to investors and small businesses. Other services include¹⁰³:

- Marketing Support;
- Socioeconomic Data;
- Development Profile;
- Consultation;
- Events Planning and Assistance;
- Information for Start-up Entrepreneur – Business Start-up Guide;
- Business Plan Development;
- Land Available for Development;
- Location Identification;
- Hornepayne Community Profile; and,

¹⁰¹ Information obtained by correspondence and Hornepayne community discussions 2012.

¹⁰² Algoma Kinniwabi Travel Association. 2012. *2012 Four Seasons Travel Guide Algoma, Northern Ontario, Canada*.

¹⁰³ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: <http://www.hornepayne.com/township.html>. Accessed: October 2013.

- Government Programs.

The Nord-Aski Regional Economic Development Corporation anticipates, monitors, coordinates and facilitates community economic development in partnership with other stakeholders in Hearst, Mattice – Val Cote, Hornepayne and Constance Lake First Nation¹⁰⁴. The Corporation also provides advice and assistance in business plan development, technical issues, business loans and counseling¹⁰⁵.

The Ontario Ministry of Northern Development and Mines (MNDM) play a key role in Northern affairs and has focused on delivering ‘front line services’ to the North. In particular, MNDM supports the mineral industry by providing information on geology while administering the *Mining Act* to improve investments for mineral development¹⁰⁶.

FedNor is a federal organization in Ontario that facilitates the creation of environments to help businesses grow and thrive in the north¹⁰⁷.

2.3.1.6 Governance And Municipal Finances

Overview of Governance

The mayor and Council (as of December 2014) are:

- Mayor Morley Forster;
- Councillor Ginger Latoski;
- Councillor Willy Liebigt;
- Councillor Drago Stefanic; and,
- Councillor Paul Stewart¹⁰⁸.

Figure 22: Township of Hornepayne Municipal Offices



Source: DPRA Canada, 2012.

An Overview of Hornepayne’s Municipal Finances

Historically, the Township of Hornepayne has prided itself on its solid economic base in the forestry, railroad and tourism sectors¹⁰⁹. These industries provided the strong foundation needed to build and expand on the diverse business opportunities, which made the Township an ideal location for business and industrial investments¹¹⁰. In recent years, the community, like many others in northern Ontario, has been going through a period of economic transition, particularly within the traditional industrial/business sectors. The recent global economic downturn and ensuing recession have further exacerbated the economic uncertainty in

¹⁰⁴ *Ibid.*

¹⁰⁵ Northeast Superior Forest Community. n.d. *Hornepayne Your Oasis of Opportunity*. Prepared for the Corporation of the Township of Hornepayne and Superior East Community Futures Development Corporation.

¹⁰⁶ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: <http://www.hornepayne.com/township.html>. Accessed: October 2013.

¹⁰⁷ *Ibid.*

¹⁰⁸ Association of Municipalities Ontario. 2013. *2014 Municipal Election – Hornepayne*. Website: <http://www.amo.on.ca/election2014.aspx>. Accessed: December 2014.

¹⁰⁹ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: <http://www.hornepayne.com/township.html>. Accessed: October 2013.

¹¹⁰ *Ibid*

Hornepayne. Cutbacks in railroad activities and a decline in the forestry industry beginning in the 1990s have also plagued the Township.

The Township needs to reposition itself to take advantage of new and innovative business and investment opportunities to promote economic growth. To attain this goal, Hornepayne must maintain financial stability and its economic growth potential and leverage its internal strengths and external opportunities.

The annual statement of Hornepayne's assets and liabilities and its accumulated surplus are useful indicators which illustrate how the Township's financial position has improved or deteriorated over time¹¹¹. For financial reporting purposes, the Township reports on all funds, organizations, agencies, and/or boards for which it is financially responsible. The Township provides or funds general government services including fire protection, water and sewer maintenance, trash disposal, and recreational facilities to its residents. Similar to most northern communities, Hornepayne is dependent on revenues from property taxes, provincial and federal grants (conditional and unconditional), user fees and charges for services such as recreational and cultural facilities (libraries, arenas, etc.) and other fees (e.g., licenses, permits and rents, fines and penalties)¹¹². The analysis of the Township's revenues, expenses assets and liabilities provides insight into its fiscal performance. The overview provided below spans the period 2000 – 2013.

Financial Summary/Highlights, 2000 – 2013

- The value of the Township's revenues was highest in 2009 and lowest in 2012;
- Taxes, grants, user fees and service charges were the main contributors to the Township's revenue receipts;
- Hornepayne's property tax receipts (including payments in lieu of taxes) peaked in 2009 at \$1,326,049 and accounted for 34.15% of total revenue for that year¹¹³;
- Similar to property taxes, revenue for grants were also highest in 2009;
- Hornepayne's operating expenses were the highest in 2010 (the October 2010 closure of the Hornepayne Town Centre accounted for an increase of \$871, 252);
- Major expenditure items for the Township included spending on salaries, wages and employee benefits and contracted services¹¹⁴;
- The annual allocation to salaries, wages, and employee benefits increased steadily from 2000 to 2008 and declined between 2009 and 2011. Between 2012 to 2013, spending on this line item trended upwards;

¹¹¹ Ontario Ministry of Municipal Affairs and Housing. 2010. *The Municipal Councillors Guide*. Website: www.mah.gov.on.ca/AssetFactory.aspx?did=4965. Accessed: October 2013.

¹¹² Ontario Ministry of Municipal Affairs and Housing. 2012. *Fiscal Context/Financial Administration*. Website: <http://www.mah.gov.on.ca/Page8393.aspx>. Accessed: October 2013.

¹¹³ Property taxes are levied on real property (e.g., land and buildings) and personal property such as equipment.

¹¹⁴ According to the Ministry of Municipal Affairs and Housing (MMAH) Financial Information Return, "Contracted Services" are any services that have been contracted out by a Municipality whether in whole or in part. Ontario Ministry of Municipal Affairs and Housing. November 2013. *Financial Information Return, Schedule 91; Performance Measures: Efficiency*. Website: <http://csconramp.mah.gov.on.ca/fir/Instructions/MPMP2013%20Instructions.pdf>. Accessed: July 2014.

- Expenditures for salaries, wages and employee benefits decreased from 25.8% of total expenses in 2000 to 21.3% in 2013;
- Expenditures also increased over the period due to increased costs for the new water treatment plant facility in 2007 and 2008;
- Though the value of Hornepayne's total assets and liabilities varied throughout the period, total liabilities exceeded total assets between 2002 to 2013; and,
- The most significant disparity between assets and liabilities occurred in 2007¹¹⁵.

Revenue Trend 2000 – 2013¹¹⁶

Revenues represent the income for the Township of Hornepayne¹¹⁷. They are typically used to pay for the services that the residents receive. The three main sources of revenue for the Township are: taxes (property and payments in lieu of taxes), grants (conditional and unconditional)¹¹⁸ and users fees/service charges (fees, fines, charges for licenses and permits, investment earnings, and other similar non-tax type items)¹¹⁹. Though the Township receives revenues from other sources, variations in the contribution of the three main sources would have an immediate and direct impact of revenue receipts in any given year¹²⁰.

Figure 23 shows the trend in revenue between 2000 and 2013. The Townships revenue in all years, except 2012, ranged between \$3 million and \$4 million. In 2003, 2005, 2008 to 2009 and 2013 revenue collected by the Township grew compared to previous years. Revenues were at the highest in 2009 (an estimated \$3,882,577) and lowest in 2012 (\$2,895,396).

¹¹⁵ Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2000-2008)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202000%20-%202008.htm#5796>. Accessed: July 2014; Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2009 - 2014)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202009%20On.htm#5796>. Accessed: July 2014.

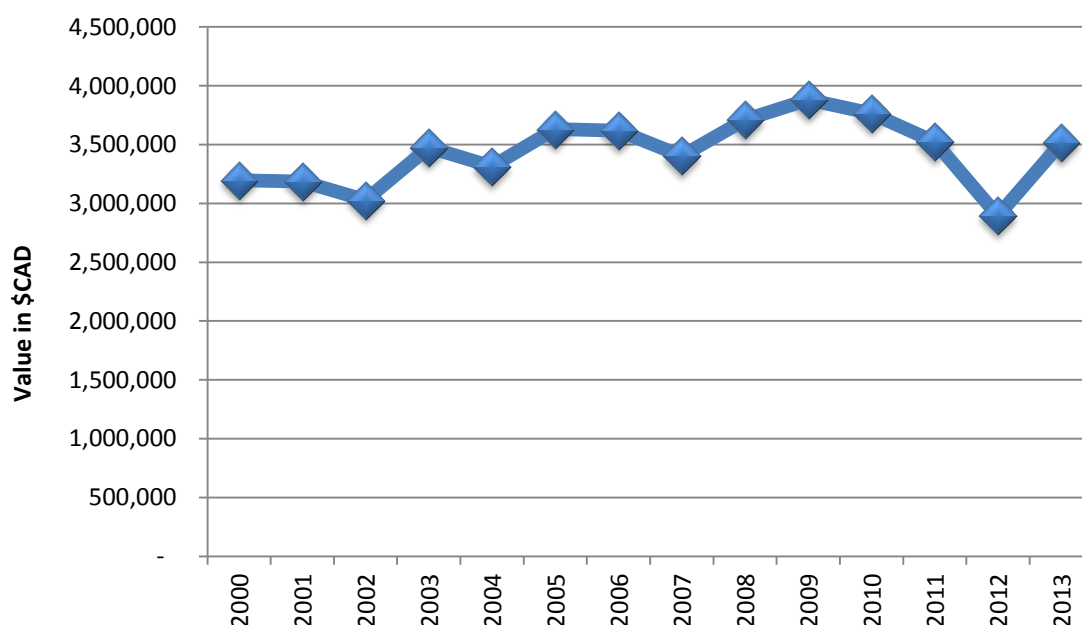
¹¹⁶ The categories/line items used to calculate total revenue between 2000 to 2008, and 2009 to 2012 will not (in all cases) be comparable across the two periods. As such the total revenue figures reflect the sum total of all the categories/line items recorded for a particular year.

¹¹⁷ Ontario Ministry of Municipal Affairs and Housing. 2012. *Fiscal Context/Financial Administration*. Website: <http://www.mah.gov.on.ca/Page8393.aspx>. Accessed: July 2014.

¹¹⁸ The intergovernmental relationship between municipalities, the Province and Federal Government is a vital component of a municipality's ability to fund the delivery of services. Municipalities are dependent upon the Provincial and Federal government to provide an equitable proportion of its revenue in the form of grants.

¹¹⁹ See the Ontario Ministry of Municipal Affairs and Housing Multi-Year FIR Review (2000 to 2008 & 2009 onwards) - By Municipality for a detailed breakdown of the categories/line items used in the determination of the Township's total revenues. Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2000- 2008)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202000%20-%202008.htm#5796>. Accessed: July 2014; Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2009 - 2014)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202009%20On.htm#5796>. Accessed: July 2014.

¹²⁰ See the Ontario Ministry of Municipal Affairs and Housing Multi-Year FIR Review (2000 to 2008 & 2009 onwards) - By Municipality for a detailed breakdown of the categories/line items used in the determination of the Township's total revenues. Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2000- 2008)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202000%20-%202008.htm#5796>. Accessed: July 2014; Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2009 - 2014)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202009%20On.htm#5796>. Accessed: July 2014.

Figure 23: Revenue Receipts for the Township of Hornepayne, 2000 – 2013

Source: Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2000- 2008)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202000%20-%202008.htm#5796>; Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2009 - 2014)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202009%20On.htm#5796>. Accessed: July 2014.

Operating Expenditures¹²¹

Operating expenditures relate to the cost incurred by the Township of Hornepayne in its regular business activities. The total operating expenditure for the Township has remained relatively stable between \$3 million and \$4 million, with periodic incidences of decline between 2000 and 2013 (see Figure 24). Operating expenses peaked in 2010, an increase of 27% since 2000 (see Figure 24). The main contributors to the Township's operating expenses include spending on salaries, wages and employee benefits and contracted services¹²².

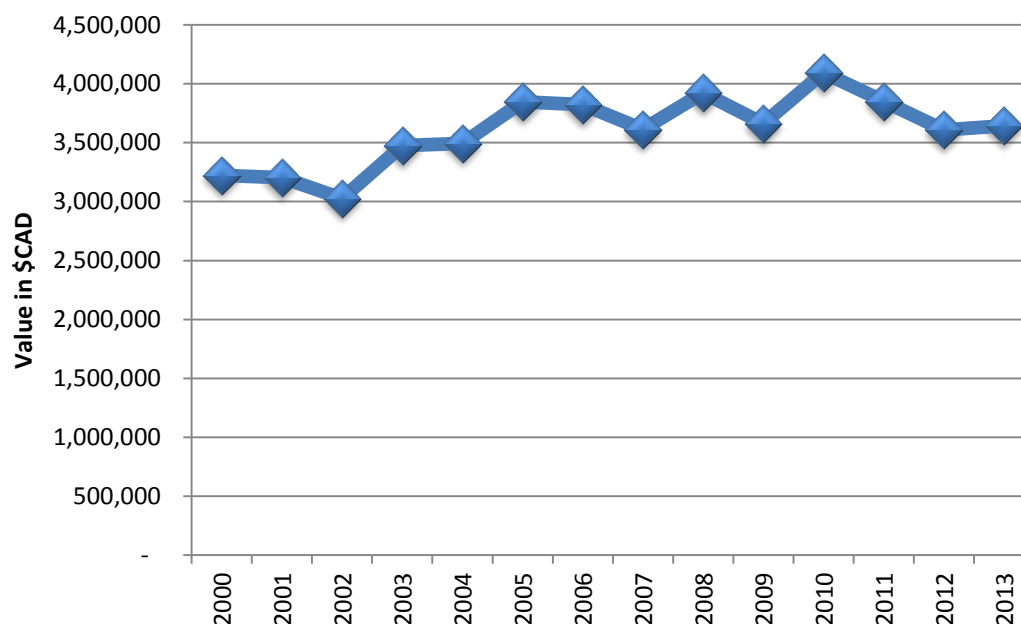
Spending on salaries, wages and employee benefits and contracted services accounted for between 50% and 60% of the Township's total operating expenditures for all years reviewed. Between 2009 and 2013, spending

¹²¹ The categories/line items used to calculate total revenue between 2000 to 2008, and 2009 to 2012 will not (in all cases) be comparable across the two periods. As such the total revenue figures reflect the sum total of all the categories/line items recorded for a particular year.

¹²² See the Ontario Ministry of Municipal Affairs and Housing Multi-Year FIR Review (2000 to 2008 & 2009 onwards) - By Municipality for a detailed breakdown of the categories/line items used in the determination of the Township's total expenditures. Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2000- 2008)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202000%20-%202008.htm#5796>. Accessed: July 2014; Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2009 - 2014)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202009%20On.htm#5796>. Accessed: July 2014.

for services contracted out to external entities (by the Township) increased gradually, accounting for 34.2% of total operating expenditures in 2013¹²³.

Figure 24: Operating Expenditure for the Township of Hornepayne, 2000 – 2013



Source: Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2000- 2008)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202000%20-%202008.htm#5796>; Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2009 - 2014)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202009%20On.htm#5796>. Accessed: July 2014.

Inflation

Inflation is the increase in prices of goods and services or a decrease in the value of money. The *rate of inflation*¹²⁴ in Canada refers to inflation based on the Consumer Price Index (CPI). The CPI demonstrates the change in prices of a standard basket of goods and services that are purchased by consumers. Governments typically try to control or maintain inflationary rates between 2.0 – 3.0%. In the case of Canada, the inflation target has stood at 2.0% since the early 1990s¹²⁵. Assessments are then made on how much the CPI has

¹²³ Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2000- 2008)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202000%20-%202008.htm#5796>. Accessed: July 2014; Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2009 - 2014)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202009%20On.htm#5796>. Accessed: July 2014.

¹²⁴ *Inflation* means a reduction in the value of money; in other words, a rise in general price levels. If the amount of money in a country - the money supply - grows faster than production in that country, the average price will rise as a result of the increased demand for goods and services. Inflation can also be caused by higher costs being charged on to the end-user. These might be raw material costs or production costs which have risen, but could also be higher tax rates. These price rises cause the value of money to fall. Global Rates. 2013. *Inflation Canada – consumer price index (CPI)*. Website: <http://www.global-rates.com/economic-indicators/inflation/inflation-information.aspx>. Accessed: October 2013.

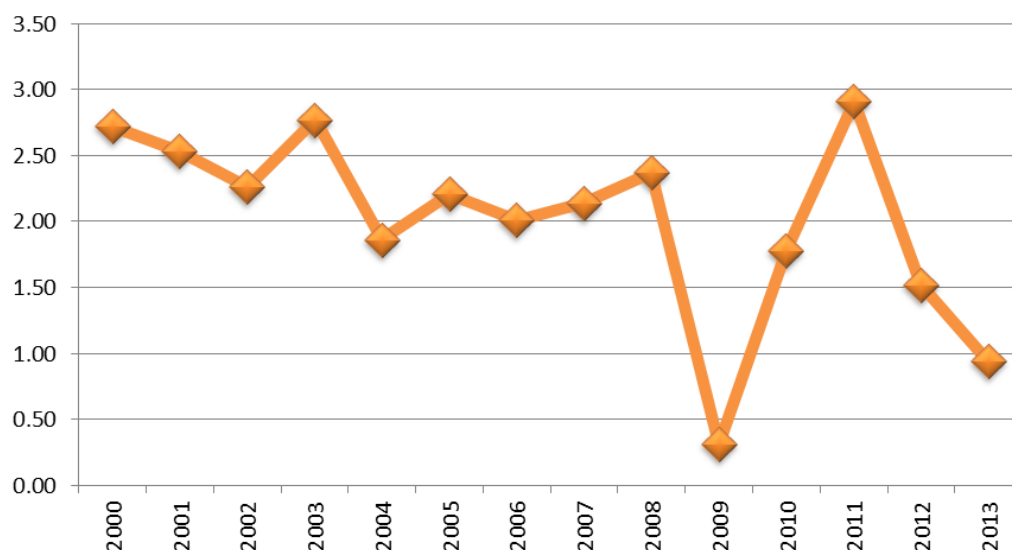
¹²⁵ Bank of Canada. 2013. *Backgrounder: Why has Canada's Inflation Target Been Set at 2 Per Cent?* Website: <http://www.bankofcanada.ca/rates/indicators/key-variables/inflation-control-target/>. Accessed: July 2014.

increased/decreased (expressed as a percentage) over a certain period of time in comparison to the CPI in a preceding period¹²⁶.

Low, stable and predictable inflation serves to increase confidence in the value of money and encourages consumer spending and investments. Higher inflation rates, on the other hand, have a negative impact on economic growth as consumers spend less, interest rates increase and investments decline¹²⁷. The inflation rate also has a direct impact on municipal spending. In the case of the Township of Hornepayne, higher inflation rates are likely to have serious and immediate consequences due to the Township's narrow revenue base in relation to its expenditures. Because inflation can result in an increase in the value of expenditure, this can in turn affect the value of taxes and revenues. Similarly, the rate of inflation can affect the amount of goods and services that the Township can purchase in any one year. Thus, if revenues have not increased proportional to inflation, fewer resources may be available to the Township.

Figure 25 shows the average annual inflation rates for Canada between 2000 and 2013. Between 2000 and 2009, the CPI inflation rate was on a general downward trend, declining to its lowest in 2009 (0.31%). The average annual inflation rate subsequently peaked in 2011 (2.91%), but fell thereafter to 0.94% in 2013¹²⁸.

Figure 25: Average Annual Inflation Canada (CPI), 2000 – 2013



Source: Inflation.eu Worldwide Inflation Data. 2014. *Historic Inflation Canada – CPI Inflation*. Website: <http://www.inflation.eu/inflation-rates/canada/historic-inflation/cpi-inflation-canada.aspx>. Accessed: July 2014.

¹²⁶ Global Rates. 2013. *Inflation Canada – consumer price index (CPI)*. Website: <http://www.global-rates.com/economic-indicators/inflation/inflation-information.aspx>. Accessed: July 2014.

¹²⁷ Trading Economics. 2012. Canada Inflation Rate. Website: <http://www.tradingeconomics.com/canada/inflation-cpi>. Accessed: July 2014.

¹²⁸ *Ibid.*

Table 9 shows the value of the Township's expenditure expressed at constant base year 2002 prices¹²⁹. The constant dollar analysis would account for the inflation and its effects on spending and also revenue. The values shown in the table was derived using Statistics Canada Cansim tables¹³⁰. By using 2002 as the base year, the real value of the goods and services purchased by the Township can be assessed. Table 9 shows that the value of money today is not the same as the value in 2002. For example: \$1 in 2002 was worth \$1.03 (rounded up) in 2003 and \$1.23 (rounded up) in 2013. Using Statistics Canada Cansim table (326-0021), by 2013, inflation accounted for close to a quarter of the value of the dollar compared to 2002. This indicates that the Township may need more money in 2013 (due to inflation) to provide the same services as it did in 2002.

Table 9: Value of Hornepayne's Expenditure Expressed in Base Year Dollars (2002)

Year	Total Exp. At Current \$	Exp. At Base Year 2002 \$	Inflation Factors
2002	3,026,750	3,026,750	1.000
2003	3,475,812	3,378,489	1.028
2004	3,492,957	3,328,788	1.047
2005	3,846,597	3,577,335	1.070
2006	3,821,754	3,473,974	1.091
2007	3,614,351	3,198,701	1.115
2008	3,922,318	3,369,271	1.141
2009	3,661,725	3,134,437	1.144
2010	4,094,458	3,418,872	1.165
2011	3,853,359	3,086,541	1.199
2012	3,606,944	2,824,237	1.217
2013	3,641,716	2,811,405	1.228

Source: Statistics Canada. 2014. *CANSIM, table 326-0021 and Catalogue nos. 62-001-X, 62-010-X and 62-557-X*. Website: <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/econ46a-eng.htm>. Accessed: July 2014; Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2000- 2008)*. Website: <http://csonramp.mah.gov.on.ca/fir/Multi%20Year%202000%20-%202008.htm#5796>. Accessed: July 2014; Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2009 - 2014)*. Website: <http://csonramp.mah.gov.on.ca/fir/Multi%20Year%202009%20On.htm#5796>. Accessed: July 2014.

The total expenditure in 2013 (\$3.6 million) represents the nominal dollar value for that year. However in terms of real or equivalent to the year 2002 dollars, it is valued at \$2.8 million. Despite spending \$3.6 million in 2013 (expressed in base year prices \$2.8 million), that expenditure falls below what the Township spent in 2002 (i.e., \$3 million). With less real dollars spent on goods and services, a corresponding decrease in services may result.

¹²⁹ According to Statistics Canada, the Consumer Price Index (CPI) is an indicator of the changes in consumer prices and measures price change by comparing over time the cost of a fixed basket of goods and services. The CPI compares (in percentage terms) prices in any given time period to prices in the official base year which is current 2002. (See footnotes 1 and 3). Statistics Canada. 2014. *Table 326-0021 - Consumer Price Index (CPI), 2011 basket, Annual (2002=100), CANSIM Database*. Website: <http://www5.statcan.gc.ca/cansim/a21#F9>. Accessed: July 2014.

¹³⁰ Statistics Canada. 2014. *Table 326-0021 - Consumer Price Index (CPI), 2011 basket, Annual (2002=100), CANSIM Database*. Website: <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/econ46a-eng.htm>. Accessed: July 2014.

Financial Assets and Liabilities

The statement of net assets reflects the information on the Town's assets and liabilities, the difference of which is reported as net assets. Over time increases and or decreases in net assets is a useful indicator of determining whether the financial position of a community is improving or declining.

Financial Assets

Assets are items of value owned by the Township. Assets may be tangible physical items or intangible items with no physical form. These add value to the Township's budget and are important to its financial performance. The main contributors to the Township's financial assets include: cash and temporary investments and accounts and taxes receivables.¹³¹

The value of Hornepayne's total assets varied between 2002 and 2013; however, there was a sharp increase in 2007 (\$2,632,438) due to the construction of a new water treatment plant facility and again in 2010 (\$2,096,168) due to tax write-offs associated with the bankruptcy of the Hornepayne Town Centre. There was also a substantial drop in the value of assets in 2011 due to the closure of the Hornepayne Town Centre and subsequent loss of pool and gym facilities (see Figure 26 below)¹³².

Liabilities

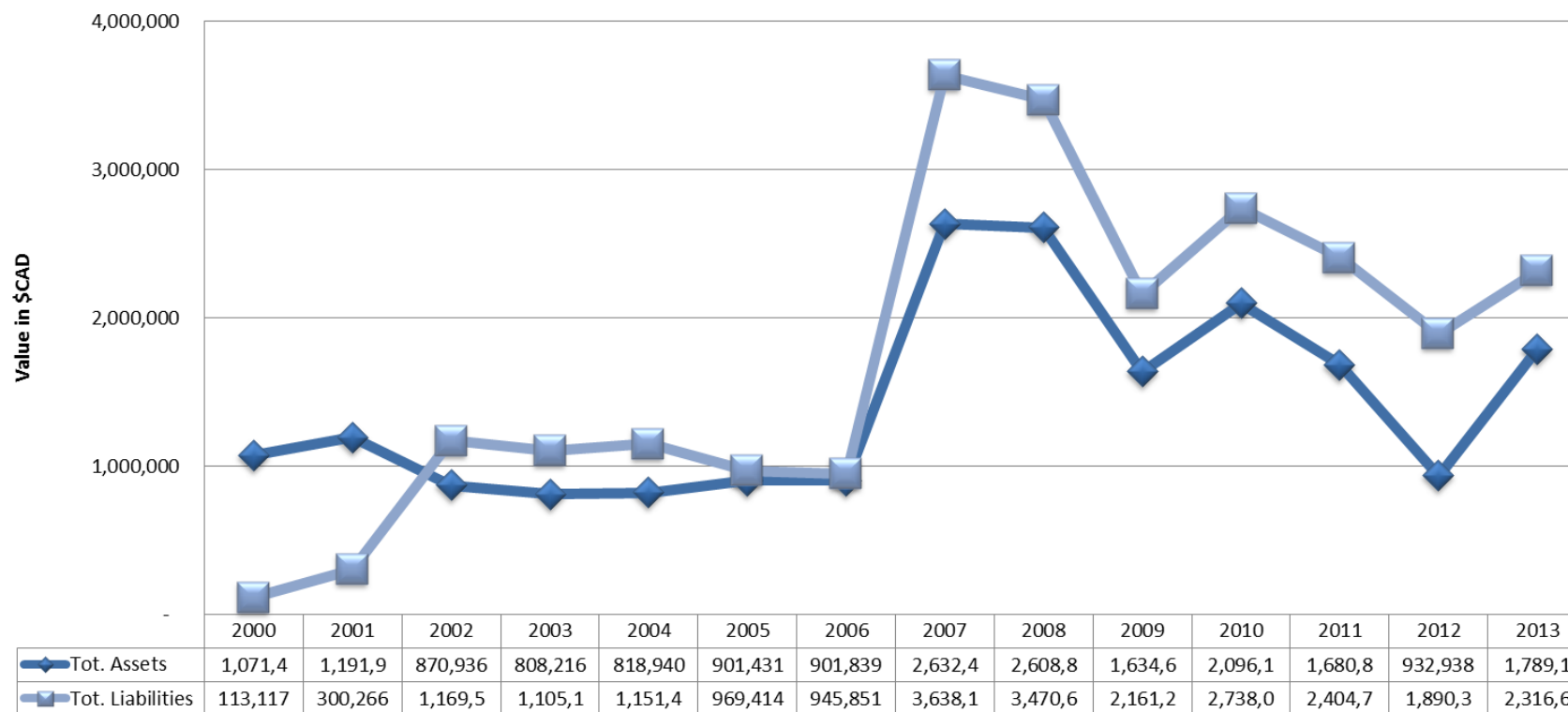
The Township's financial liabilities are debts that arise from past transactions or events, and which the local Council is obligated to settle by means of transfer or use of assets. Though the value of liabilities fluctuated throughout the period, total liabilities (see Figure 26) remained consistently higher than total assets between 2002 and 2013. The main contributors to liabilities included the Township's obligations to repay temporary loans, accounts payable and accrued liabilities¹³³. Hornepayne's total liabilities peaked in 2007 at just over \$3.5 million followed by periods of decline.

¹³¹ See the Ontario Ministry of Municipal Affairs and Housing Multi-Year FIR Review (2000 to 2008 & 2009 onwards) - By Municipality for a detailed breakdown of the categories/line items used in the determination of the Township's total assets. Ontario Ministry of Municipal Affairs and Housing. 2013. *The Multi-Year FIR Review 2000 to 2008 - By Municipality*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202000%20-%202008.htm>. Accessed February 2014; Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi-Year FIR Review 2009 on - By Municipality*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202009%20On.htm>. Accessed: February 2014.

¹³² Between 2000 and 2008 (only for those years) the Township recorded contributions to "Other Assets". See the Ontario Ministry of Municipal Affairs and Housing Multi-Year FIR Review (2000 to 2008 & 2009 onwards) - By Municipality for a detailed breakdown of the categories/line items used in the determination of the Township's total assets. Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2000- 2008)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202000%20-%202008.htm#5796>. Accessed: July 2014; Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2009 - 2014)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202009%20On.htm#5796>. Accessed: July 2014.

¹³³ See the Ontario Ministry of Municipal Affairs and Housing Multi-Year FIR Review (2000 to 2008 & 2009 onwards) - By Municipality for a detailed breakdown of the categories/line items used in the determination of the Township's total liabilities. Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2000- 2008)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202000%20-%202008.htm#5796>. Accessed: July 2014; Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2009 - 2014)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202009%20On.htm#5796>. Accessed: July 2014.

Figure 26: Total Financial Assets vs. Total Financial Liabilities in Hornepayne, 2000 – 2013



Source: Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2000- 2008)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202000%20-%202008.htm#5796>. Accessed: July 2014; Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2009 - 2014)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202009%20On.htm#5796>. Accessed: July 2014.

Property Assessment¹³⁴

Property assessment values are determined by the Municipal Property Assessment Corporation (MPAC). An assessment is the value assigned by MPAC to all properties including land and buildings. It is used to determine the taxes each property owner will pay based on the property's assessed value¹³⁵. Table 10 and Figure 27 provide property assessment values between 2002 and 2012.

Table 10: Hornepayne Property Assessment Values, 2002 – 2012

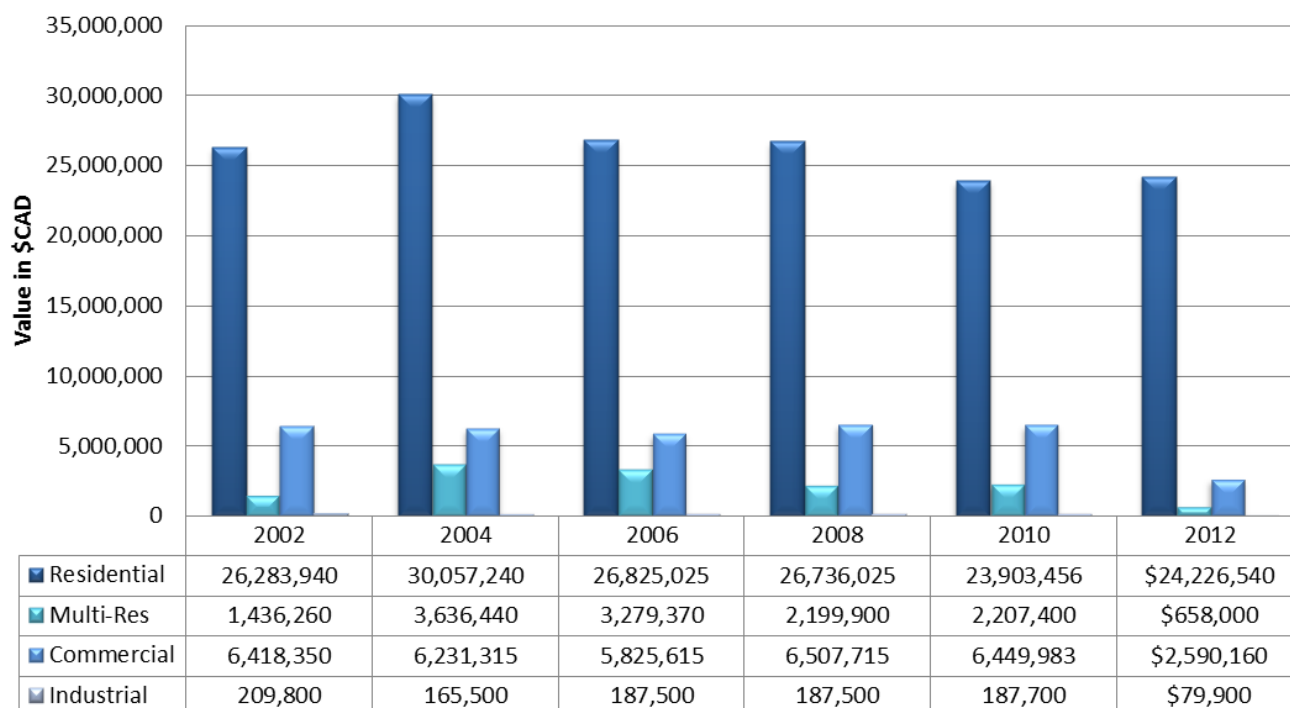
Property Type	Year					
	2002	2004	2006	2008	2010	2012
Residential	\$26,283,940	\$30,057,240	\$26,825,025	\$26,736,025	\$23,903,456	\$24,226,540
Multi-Residential	\$1,436,260	\$3,636,440	\$3,279,370	\$2,199,900	\$2,207,400	\$658,000
Commercial	\$6,418,350	\$6,231,315	\$5,825,615	\$6,507,715	\$6,449,983	\$2,590,160
Industrial	\$209,800	\$165,500	\$187,500	\$187,500	\$187,700	\$79,900
Total	\$34,348,350	\$40,090,495	\$36,117,510	\$35,631,140	\$32,748,539	\$27,554,600

Source: Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2000- 2008)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202000%20-%202008.htm#5796>. Accessed: July 2014; Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2009 - 2014)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202009%20On.htm#5796>. Accessed: July 2014.

The municipal assessment base in Hornepayne is dominated by residential property uses. This pattern indicates a disproportionate reliance on taxes from residential and to a lesser extent commercial property classes.

¹³⁴ Property assessment categories are assigned according to the use of the property. There are seven major property classes and six specialty property classes recognized by the Municipal Property Assessment Corporation. However, additional sub-classes have been added by municipalities and the province of Ontario to reduce taxes paid for properties constructed after March 2007. Major property classes include: residential, multi-residential, commercial, industrial, pipeline, farmland and managed forests. Specialty property classes include new multi-residential, office building, shopping centre, parking lots, vacant lands, large industrial and professional sport facilities. Municipal Property Assessment Corporation. 2013. *Property Classification*. Website: http://www.mpac.on.ca/property_owners/how/assessment_guide2.asp#15. Accessed: October 2013; Property Classification - 2013 Glossary. Website: http://www.mpac.on.ca/property_owners/how/glossary_terms.asp#O_. Accessed: October 2013.

¹³⁵ Ontario Ministry of Municipal Affairs and Housing. 2014. *Section 4: The Fiscal Context. Assessment (Tax Base)*. Website: <http://www.mah.gov.on.ca/Page8393.aspx>. Accessed: May 2014.

Figure 27: Hornepayne Property Assessment Values, 2002 – 2012

Source: Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2000- 2008)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202000%20-%202008.htm#5796>. Accessed: July 2014; Ontario Ministry of Municipal Affairs and Housing. 2014. *Multi Year Financial Return Review by Municipality (2009 - 2014)*. Website: <http://csconramp.mah.gov.on.ca/fir/Multi%20Year%202009%20On.htm#5796>. Accessed: July 2014.

As a whole, Hornepayne has experienced a declining property assessment tax base. Between 2002 and 2012, the total assessed value for all property classes decreased by approximately \$6,793,750. Without comparable increases to individualized property tax rates, the Township could face potential shortfalls in revenues from property taxes.

2.3.2 SUMMARY OF ECONOMIC ASSETS

This section summarizes the Economic Assets described above for Hornepayne in terms of:

- Priorities and Key Issues;
- Community Aspirations; and
- Capabilities and Capacities within the Community.

2.3.2.1 Priorities and Key Issues

The Township has been impacted by the downturn in the forestry industry and ensuing global recession. The local natural resource-based economy and economic downturns led to a series of business closures, out-migration and the loss of certain skilled workers. In recent years, a number of local employers have closed leading to a number of job losses. However, the continued presence of CN Rail and the Olav Haavaldsrud Timber Company Limited has led to relative stability. In addition, available information suggests that nearly all residents are currently employed in well-paying jobs because of the two major employers, despite significant decreases in the availability of local employment opportunities¹³⁶.

Despite out-migration and business closures, there are economic development opportunities to capitalize on the Township's surrounding natural environment and tourism activities. In addition, new forestry employment opportunities may also provide additional stability as new facilities become operational in the surrounding area.

A number of priorities and key issues can be identified for the 'Economic Assets' category, including:

- Historically, Hornepayne has experienced a series of "boom and bust" cycles associated with the local economy and northern Ontario's natural resources;
- Recent downturns in the forestry industry and the ensuing global recession have significantly impacted Hornepayne and the surrounding area;
- Out-migration continues to be experienced as young, mobile and generally well-educated residents leave the Township in search of employment opportunities;
- Hornepayne's labour force has been in decline for the past 15 years due to a declining and aging population;
- In 2001 and 2006, Hornepayne residents were consistently employed in business services, other services and manufacturing and construction industries;
- Household incomes have fluctuated between 1996 and 2006, having first declined between 1996 and 2001, and then increasing between 2001 and 2006; and,
- Declines and "boom and bust" cycles in the local and surrounding area economies have resulted in some Township residents receiving social assistance through the Algoma District Administration Board.

2.3.2.2 Community Aspirations

Hornepayne is a resilient community despite having experienced recent hardships, including the 2010 closure of the Hornepayne Town Centre. The Centre's closure was a shock and resulted in the loss of many community facilities once utilized by Township and surrounding area residents. The *Strategic Plan for the Community of Hornepayne* identifies a number of priorities for encouraging the growth of Hornepayne. There is a desire for economic diversification and economic development. The Strategic Plan identified a series of priorities that can further inform ways Hornepayne can facilitate growth and prosperity into the future.

¹³⁶ Information obtained from Hornepayne community discussions.

2.3.2.3 Capabilities and Capacities Within the Community

Available data indicates Hornepayne is a community actively seeking population and employment growth, returning to a community of around 1,800 – 2,000 residents with the appropriate services. Growth can be accommodated through the Township's available land and existing economic development services. The Hornepayne Economic Development Corporation and Nord-Aski Regional Economic Development Corporation are active in the community, pursuing new opportunities as they arise. However, opportunities are constrained by available financial resources and entrepreneurial spirit.

There are new opportunities to grow the local economy, including expansion of forestry and growth of the local tourism industry.

2.4 INFRASTRUCTURE ASSETS

2.4.1 INFRASTRUCTURE ASSET INDICATORS

The infrastructure within a community includes the physical assets needed to support livelihoods and the tools or equipment that people use to function more productively. Infrastructure is a public good and improved access to it increases community well-being, human health and quality of life. The specific indicators include:

- Land Use;
- Housing;
- Municipal Infrastructure and Services; and,
- Transportation.

These indicators are described in this section, within the context of the physical well-being of Hornepayne.

2.4.1.1 Land Use

The Township of Hornepayne covers an area of approximately 205 km². According to the existing planning documents (which are relatively dated), the community can be divided into the following land use categories: urban residential, seasonal residential, industrial, commercial, natural resource area, airport, open space and recreation¹³⁷. The Township of Hornepayne has an Official Plan¹³⁸ (1977, amended in 1987) and Crown lands in the area are governed by the Hearst District Land Use Guidelines (1983)¹³⁹. The Official Plan identifies a general land use pattern that enables resources to be developed, redeveloped and preserved according to community desires. Under the Official Plan, Hornepayne is the primary settlement area contained in the Township of

¹³⁷ Township of Wicksteed Planning Board. 1977. *Official Plan for the Township of Wicksteed*. Prepared for the Township of Wicksteed.

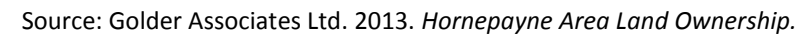
¹³⁸ *Ibid.*

¹³⁹ Ontario Ministry of Natural Resources. January 2006. *Crown Land Use Policy Atlas Policy Report G1776: Hornepayne Urban Area*. Website: <http://www.lio.ontario.ca/imf-ows/sites/clupa/xmlReader.jsp?xsl=XML/web-primary.xsl&polid=G1776>. Accessed: July 2014.

Wicksteed Planning Area. Hornepayne's urban structure and land uses have been largely influenced by the presence of the CN Rail corridor.

The primary settlement area of Hornepayne consists of a built-up area concentrated along the CN Rail corridor that traverses the Township. Commercial, residential and industrial land uses are concentrated along the CN Rail corridor and extend easterly toward Highway 631. There are also several underutilized land parcels, as well as lots for sale located within the built-up area, capable of accommodating future growth. Additional information on land uses is provided in other sections of the profile (e.g., Sections 2.1.2 (Land Use and Sizes), 2.3.1.4 (Tourism), and 2.6 (Natural Environment)). Figure 28 illustrates land ownership in the Township of Hornepayne and surrounding area. It can be seen that much of the area within the Township surrounding the community of Hornepayne is Crown land.

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2.4.1.2 Housing

Discussions with community representatives indicate that housing demand has significantly increased in recent months. There are currently no homes available to purchase or rent due to new employment opportunities in Hornepayne and in the area surrounding the community. As such, the community is interested in exploring options for new residential development to accommodate potential population growth.

Dwelling Characteristics

According to the Census and CensusPlus information, between 2001 and 2011, the number of dwellings in Hornepayne has declined from 505 in 2001 to 423 in 2011 (Table 11). According to the 2001 and 2006 Census, it is estimated that approximately 19.8% of dwellings in Hornepayne were rental, while the majority (80.2% and 81.2%, respectively) were owned¹⁴⁰. In 2011, 88.9% of the dwellings in Hornepayne were owned, while 11.1% were rented.

Table 11: Hornepayne Dwelling Characteristics, 2001 – 2011

Year	Number of dwellings ¹⁴¹	Number of owned dwellings	Number of rented dwellings
2001	505	410 (81.2%)	100 (19.8%)
2006	480	385 (80.2%)	95 (19.8%)
2011	423	376 (88.9%)	47 (11.1%)

Source: Environics Analytics. 2014. *CensusPlus Enhanced Census + NHS*; Statistics Canada. 2002, 2007. *Hornepayne, Township Community Profiles*.

Note: only selected Statistics Canada Dwelling Characteristics categories are used; number of owned dwellings and number of rented dwellings are not included in the 2011 Statistics Canada Community Profile.

The Hornepayne Economic Development Corporation maintains a limited supply of rental units, including 37 in a two-storey complex. The apartment complex, when constructed, was one component of the Hornepayne Town Centre; however, when the Centre closed in 2010, the free-standing apartment structure was retained. These units represent the largest concentration of rental units in the Township and provide both market and affordable housing units. Of the 37 units, 20 are market rental units and 17 are subsidized seniors' apartment units. Despite Hornepayne's small size, there exists a good demand for rental units – particularly for subsidized seniors accommodation. In 2006, Township residents reportedly paid an average monthly rent of \$646, while monthly mortgage payments were reportedly \$707¹⁴².

¹⁴⁰ The percentage of rental versus ownership is derived from the number of residents living in Hornepayne who applied for a home loan using CanEquity's pre-approval application. CanEquity. n.d. *Hornepayne Mortgages*. Website: <http://www.canequity.com/ontario/hornepayne-mortgages.htm>. Accessed: October 2013.

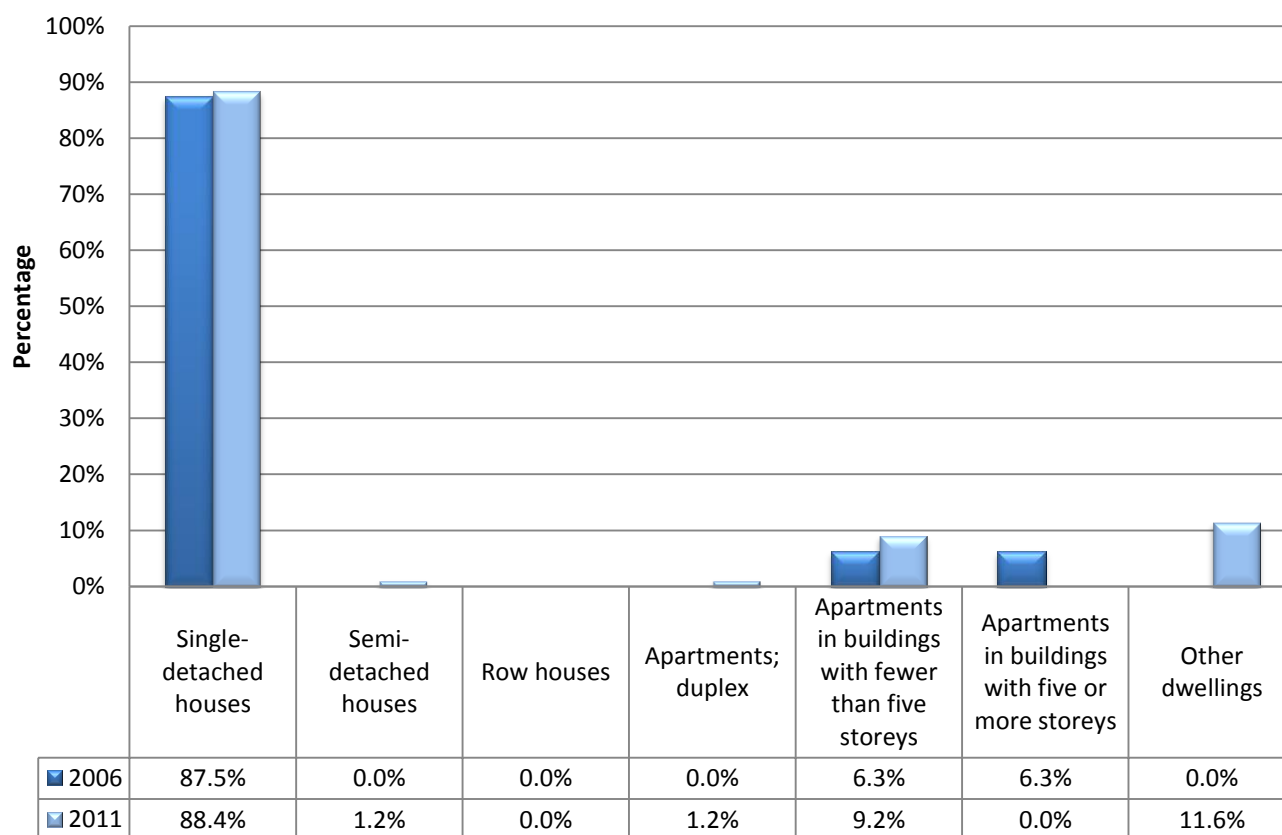
¹⁴¹ Number of dwellings refers to 'private dwellings occupied by usual residents': "A separate set of living quarters which has a private entrance either directly from outside or from a common hall, lobby, vestibule or stairway leading to the outside, and in which a person or a group of persons live permanently."

¹⁴² Statistics Canada. 2007. *Hornepayne, Township Community Profile*. Website: <http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/details/page.cfm?Lang=E&Geo1=CSD&Code1=3557096&Geo2=PR&Code2=35&Data=Count&SearchText=hornepayne&SearchType=Begin&SearchPR=01&B1=All&Custom=>. Accessed: July 2014.

Housing Stock

In 2006 and 2011, the majority of private dwellings occupied by usual residents in Hornepayne were *single detached houses* which accounted for approximately 88.4% of all occupied private dwelling in Hornepayne – a slight increase from approximately 87.5% in 2006. In 2006, the majority of dwellings in the Township were constructed before 1991¹⁴³. Between 2006 and 2011, there was a significant increase in the proportion of *other dwellings*¹⁴⁴ – which increased from 0% of all private dwellings in 2006, to 11.6% in 2011 (Figure 29).

Figure 29: Hornepayne Housing Stock Composition, 2006¹⁴⁵ – 2011



Source: Environics Analytics. 2014. *CensusPlus Enhanced Census + NHS*; Statistics Canada. 2007. *Hornepayne, Township Community Profiles*.

Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

¹⁴³ Statistics Canada. 2007, 2002. *Hornepayne, Township Community Profiles*.

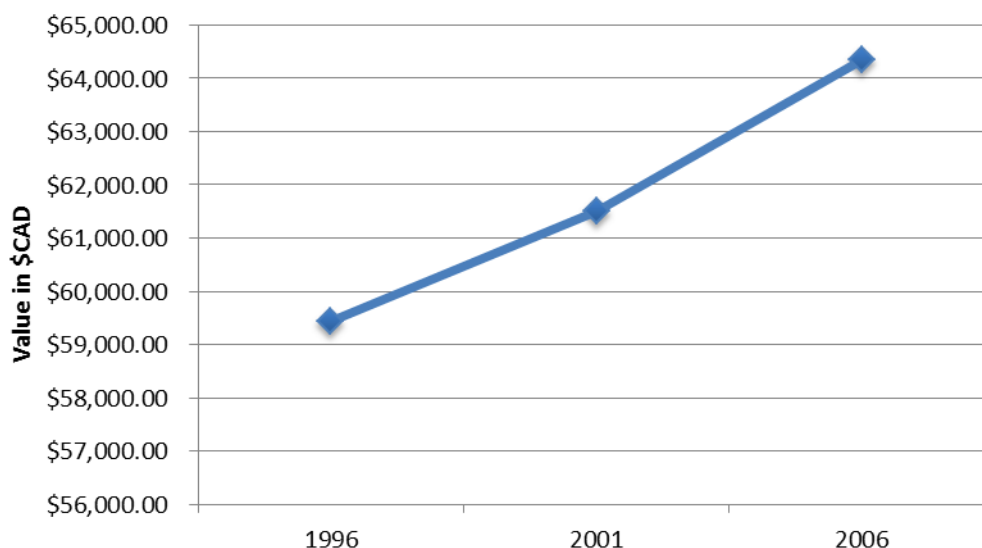
¹⁴⁴ According to the Statistics Canada 2006 Census, **Other Dwellings** is defined as: "Other occupied private dwellings' includes other single attached houses and movable dwellings such as mobile homes and other movable dwellings such as houseboats and railroad cars". Statistics Canada. 2007. *Hornepayne, Township Community Profile*. According to the Statistics Canada 2011 census, **Other Dwellings** is defined as: "a subtotal of the following categories: semi-detached house, row house, apartment or flat in a duplex, apartment in a building that has fewer than five storeys, and other single-attached house". Statistics Canada. 2012. *Hornepayne, Township Community Profile*.

¹⁴⁵ The 2006 housing data is presented as recorded by Statistics Canada. It has been noted by community members that Hornepayne does not have any five (5) storey buildings. However, it was also noted by Hornepayne community members that the Hornepayne Economic Development Corporation building complex is a 3-2 split level, which might constitute Statistics Canada's assessment of a five (5) storey building.

Value of Owned Dwellings

Figure 30 illustrates the average value of owned dwellings in Hornepayne for 1996, 2001 and 2006. During this period, the average value of owned dwellings reportedly increased from \$59,447 in 1996 to approximately \$64,345 in 2006. However, the Ontario Municipal Partnership Fund indicated the average assessed home value in 2006 to be significantly lower at \$52,023¹⁴⁶.

Figure 30: Hornepayne Average Housing Values, 1996 – 2006



Source: Statistics Canada. 1997, 2002, 2007. *Hornepayne, Township Community Profiles*.

Property Sales and Rentals

Conversations with community members indicated there is currently available land within the Township capable of accommodating future population growth, including approximately 68 vacant lots, 90% of which are serviced.

According to the Sault Ste. Marie Real Estate Board, property sales in Hornepayne and the surrounding area have remained consistent in recent years. In January 2012, the Sault Ste. Marie Real Estate Board indicated the real estate market has remained stable over the past twenty years in the Board's service area, which includes the communities of Sault Ste. Marie, Wawa and all other Algoma District communities¹⁴⁷. Residents and local officials have confirmed that the sale of many homes in Hornepayne occurred in the period after CN Rail staff reductions and fluctuations in the forestry sector.

2.4.1.3 Municipal Infrastructure and Services

The Township provides a number of infrastructure networks and services, including water, sanitary sewer and waste management. Several infrastructure services are not municipally-supplied, including electricity and communications.

¹⁴⁶ Information gained from Hornepayne community discussions June 2012.

¹⁴⁷ Sault Ste. Marie Real Estate Board. January 2012. *Sault and Area Real Estate Market*. Website: <http://www.saultstemarierealestate.ca/index.php/news/sault-and-area-real-estate-market/>. Accessed: October 2013.

Electricity/Natural Gas

Electric services in Hornepayne are provided by Hydro One¹⁴⁸. The Township is currently serviced by a 44,000 volt transmission line. There is no natural gas service in Hornepayne.

Waste Management

Waste management is carried out by the Township's Public Works Department, as well as a private contractor. The Public Works Department manages the landfill and waste transfer operations from the public waste disposal site. The private contractor is responsible for curbside pickup and the operation of the Becker Road landfill.¹⁴⁹ The landfill began operation in 2003, receiving solid, non-hazardous municipal and industrial waste and occupies an area of 3.1 hectares¹⁵⁰. Hazardous waste disposal is also available through the Public Works Department¹⁵¹.

Water/Wastewater

The waste water disposal system was constructed in 1976¹⁵². In 2012, there were approximately 447 water and sewer bills being issued to residential and commercial properties¹⁵³. The Township's water supply is not metered; however, water and sewer fees are paid on a quarterly basis for unlimited consumption. In recent years, a new "state-of-the-art"¹⁵⁴ water treatment plant was installed with a designed capacity for 3,000 residents¹⁵⁵.

Communications

Broadband internet, cable and telecommunication (cellular phone, satellite TV), services are available in Hornepayne from providers including Bell Canada and TBayTEL¹⁵⁶. This requires above-average telecommunications infrastructure. In addition, the Hornepayne Community Hospital is host to several specialized communication infrastructures provided through eHealth Ontario, such as the Ontario Telemedicine Network, Picture Archive Communications, and North-eastern Ontario Network.

2.4.1.4 Transportation

Hornepayne is accessible from Highway 631 which extends north-south between TransCanada Highways 17 and 11, which are both heavily used for commercial and tourist transportation¹⁵⁷. Highway 11 connects

¹⁴⁸ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: http://www.hornepayne.com/Community_Profile_2009.pdf. Accessed: October 2013.

¹⁴⁹ Information obtained from Hornepayne community discussions.

¹⁵⁰ Exp Services Inc. March 2012. *2011 Annual Monitoring Report, Hornepayne Landfill Site*. Prepared for the Corporation of the Township of Hornepayne.

¹⁵¹ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: http://www.hornepayne.com/Community_Profile_2009.pdf. Accessed: October 2013.

¹⁵² Hornepayne Community Adjustment Committee. July 2011. *Strategic Plan for the Community of Hornepayne*. Prepared for the Corporation of the Township of Hornepayne.

¹⁵³ Information obtained from Hornepayne community discussions 2012.

¹⁵⁴ Northeast Superior Forest Community. n.d. *Hornepayne Your Oasis of Opportunity*. Prepared for the Corporation of the Township of Hornepayne and Superior East Community Futures Development Corporation.

¹⁵⁵ Information obtained from Hornepayne community discussions.

¹⁵⁶ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: http://www.hornepayne.com/Community_Profile_2009.pdf. Accessed: October 2013.

¹⁵⁷ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: http://www.hornepayne.com/Community_Profile_2009.pdf. Accessed: October 2013.

Township residents to the Town of Hearst to the north, while Highway 17 connects residents to the Municipality of Wawa and City of Sault Ste. Marie to the south¹⁵⁸. A private logging road ('Lockie's Road' operated by B&M Hauling) connects Hornepayne and Manitouwadge.¹⁵⁹ The transportation infrastructure in the Township of Hornepayne also includes rail and a municipal air strip. Prior to 1958, the Township was inaccessible by road¹⁶⁰.



The Township is a critical service link for freight transportation operated by CN Rail, which operates up to 26 trains daily¹⁶¹. Passenger rail service is provided by VIA Rail from Hornepayne. VIA passenger rail services operates as far west as Vancouver and as far east as Toronto, with connections to Ottawa, Montreal and eastern Canada. As of 2012, VIA Rail has reduced service from three times to twice weekly in each direction.

¹⁵⁸ CRG Consulting. January 2010. *Final Report. Feasibility Study for the Hornepayne Town Centre*. Prepared for the Corporation of the Township of Hornepayne.

¹⁵⁹ This information was obtained from Manitouwadge community discussions November 2014.

¹⁶⁰ Northeast Superior Forest Community. n.d. *Hornepayne Your Oasis of Opportunity*. Prepared for the Corporation of the Township of Hornepayne and Superior East Community Futures Development Corporation.

¹⁶¹ Information obtained from Hornepayne community discussions.

The Hornepayne Municipal Airport (Figure 31) was constructed in 1977¹⁶². It has a 3,500 ft. paved runway with availability for charter flights and use by government agencies¹⁶³. The airport also includes a refueling facility¹⁶⁴. International travel requires Township residents to travel to Thunder Bay International Airport¹⁶⁵, while domestic and international connector flights can be accommodated at the Hearst, Kapuskasing, Timmins, Wawa, and Sault Ste. Marie airports¹⁶⁶.

Figure 31: Hornepayne Municipal Airport



Source: S. Rendell, 2012.

Located within 500 kilometres from Hornepayne, the port of Sault Ste. Marie and port of Thunder Bay are equipped to handle many types of cargo. The port of Thunder Bay is the sixth largest port in Canada¹⁶⁷.

2.4.2 SUMMARY OF INFRASTRUCTURE

This section summarizes the Infrastructure Assets described above for Hornepayne in terms of:

- Priorities and Key Issues;
- Community Aspirations; and
- Capabilities and Capacities within the Community.

2.4.2.1 Priorities and Key Issues

The Township of Hornepayne is comprised of a sizable settlement area situated in proximity to transportation infrastructure networks and natural features. The settlement area is bisected by the CN Rail line and includes approximately 68 vacant lots, of which approximately 90% are serviced and are currently prepared to accommodate future growth.

The Township is well serviced by existing road and rail transportation, a recently constructed water treatment facility and the availability of high-speed internet. The water treatment facility has been designed to accommodate a much larger population base than currently exists in the Township. The current infrastructure combined with available land and vacant serviced lots in the Township enable population growth to be

¹⁶² Hornepayne Community Adjustment Committee. July 2011. *Strategic Plan for the Community of Hornepayne*. Prepared for the Corporation of the Township of Hornepayne.

¹⁶³ Northeast Superior Forest Community. n.d. *Hornepayne Your Oasis of Opportunity*. Prepared for the Corporation of the Township of Hornepayne and Superior East Community Futures Development Corporation.

¹⁶⁴ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: http://www.hornepayne.com/Community_Profile_2009.pdf. Accessed: October 2013.

¹⁶⁵ Northeast Superior Forest Community. n.d. *Hornepayne: Your Oasis of Opportunity*. Prepared for the Corporation of the Township of Hornepayne and Superior East Community Futures Development Corporation.

¹⁶⁶ Information obtained from Hornepayne community discussions.

¹⁶⁷ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: http://www.hornepayne.com/Community_Profile_2009.pdf. Accessed: October 2013.

accommodated when favourable conditions return. Existing infrastructure is not being fully utilized at the present time. As a result, residents have become financially responsible (through taxes) to maintain the existing infrastructure designed to service a community of more than 3,000 residents.

The following priorities and key issues have been identified:

- Effective use and provision of infrastructure;
- Financial constraints associated with supporting current population levels;
- Effective management of infrastructure upgrade requirements; and,
- Encouragement of new development utilizing available, serviced land.

2.4.2.2 Community Aspirations

Hornepayne is a community well situated along existing rail and road transportation networks. This positioning is a strategic advantage and can provide a catalyst to stimulate new growth. In addition, there is existing infrastructure in place capable of accommodating a larger population than currently exists. There is a collective desire for Hornepayne to increase its population and employment growth. Other desires, including goals and objectives, have been stated in the *Strategic Plan for the Community of Hornepayne* (2011).

2.4.2.3 Capabilities and Capacities within the Community

Hornepayne has existing surplus infrastructure and a desire to grow. Existing municipal infrastructure networks, including water, have a designed capacity in excess of current population levels. As a result, growth can be accommodated within the community's existing fabric. However, long-term growth may require infrastructure upgrading.

2.5 SOCIAL ASSETS

2.5.1 SOCIAL ASSET INDICATORS

The Social Assets within a community include the social and community activities in which people participate and the resources that they draw upon in pursuit of their livelihood objectives. These activities and resources create networks within and between communities, enhance cohesion and generate trusting relationships and community pride. The specific indicators within the Social Assets category include:

- Diversity of Population;
- Cultural Heritage Resources;
- Community Facilities and Programs; and,
- Social Services and Organizations.

These indicators are described in this section, within the context of the social well-being on the Township of Hornepayne.

2.5.1.1 Diversity of Population

Aboriginal Identity

As shown in Table 12, a majority of Township residents between 2001 and 2011 identify as being non-Aboriginal (83.7% in 2001, 88.3% in 2006 and 90.8% in 2011). Between 2001 and 2006, the number of Hornepayne residents who identified as being Aboriginal decreased from 215 (15.9%) in 2001 to 140 (11.7%) in 2006, then decreased further to 95 (9.2%) in 2011. This trend is in contrast to that for the Census Division, where the proportion of the population with Aboriginal Identity has steadily increased over the same period. For the province of Ontario, the Aboriginal Identity population also increased over time, although the proportion is much lower than for Hornepayne or the Census Division.

Table 12: Hornepayne, Census Division and Ontario Aboriginal Identity Population, 2001 – 2011

Aboriginal Population	Community	2001		2006		2011	
Total Population	Hornepayne	1,350		1,200		1,035	
Aboriginal Identity Population		215	15.9%	140	11.7%	95	9.2%
Non-Aboriginal Population		1,130	83.7%	1,060	88.3%	940	90.8%
Total Population	Census Division	117,200		116,075		113,875	
Aboriginal Identity Population		10,810	9.2%	12,925	11.1%	13,145	11.5%
Non-Aboriginal Population		106,385	90.8%	103,150	88.9%	100,730	88.5%
Total Population	Ontario	11,285,545		12,028,900		12,651,790	
Aboriginal Identity Population		188,315	1.7%	242,490	2.0%	301,430	2.4%
Non-Aboriginal Population		11,097,235	98.3%	11,786,405	98.0%	12,350,365	97.6%

Source: Environics Analytics. 2014. *CensusPlus Enhanced Census + NHS*; Statistics Canada. 2002, 2007. *Algoma, District and Hornepayne, Township Community Profiles*. Statistics Canada. 2013. *Algoma, District and Ontario. National Household Survey (NHS) Profile*. 2011 National Household Survey.

Language

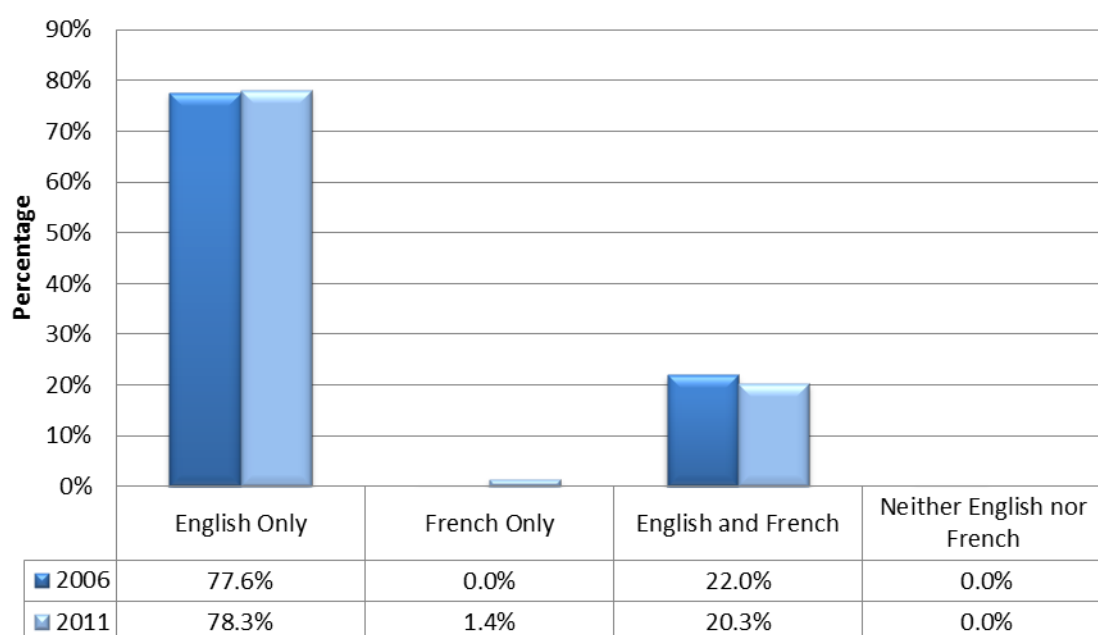
All of Algoma District (including Hornepayne) is designated as a French language service area under Ontario's *French Language Services Act*. This means that provincial government services must be available in French¹⁶⁸.

Knowledge of Official Languages

Figure 32 illustrates the knowledge of official languages for Hornepayne residents in 2006 and 2011. According to the 2006 Census, approximately 22.0% of Township residents had knowledge of both English and French – this had slightly reduced to 20.3% in 2011.

Township residents contribute to the large Francophone community in the Nord-Aski Regional Development Corporation service area¹⁶⁹. In 2010, approximately 74% of the Nord-Aski Regional Economic Development Corporation service area identified as being members of the Francophone community¹⁷⁰. European and African languages are also spoken by some Township residents.

Figure 32: Knowledge of Official Languages, 2006 – 2011



Source: Statistics Canada. 2007, 2012. *Hornepayne, Township Community Profiles*.

¹⁶⁸ Ontario Office of Francophone Affairs. 2015. *Map of Designated Areas*. Website: <http://www.ofa.gov.on.ca/en/flsa-mapdesig.html#>. Accessed: January 2015.

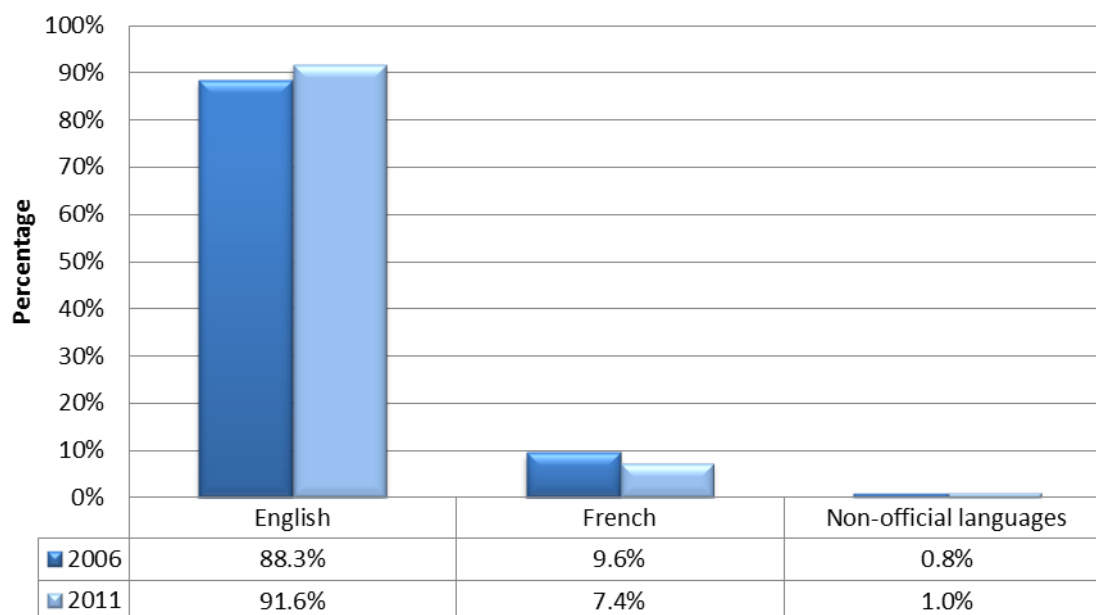
¹⁶⁹ The Nord-Aski Regional Economic Development Corporation's service area includes the communities of Hornepayne, Mattice, Val Côté and Constance Lake First Nation. Nord-Aski Regional Economic Development Corporation. 2012. *Nord-Aski Region*. Website: <http://www.nordaski.com/frame1.html>. Accessed: October 2013.

¹⁷⁰ Far Northeast Training Board. September 2010. *Profile of the Francophone Community in the Far Northeast Training Board (FNETB) Region*. Prepared for FedNor and the Government of Canada.

Detailed Language Spoken Most Often at Home

Figure 33 shows the detailed language spoken most often at home for the 2006 and 2011 census years. In 2006, 88.3% of Hornepayne residents spoke English most often at home, while 9.6% spoke French. According to the 2011 Census, English was the language spoken most often at home with approximately 91.6% of Hornepayne residents, compared to 7.4% of residents who spoke French, and a further 1.0% of residents speaking non-official languages. The proportion of population speaking French most often at home declined slightly between 2006 and 2011.

Figure 33: Detailed Language Spoken Most Often at Home, 2006 - 2011



Source: Statistics Canada. 2007, 2012. *Hornepayne, Township Community Profiles*.

Detailed Mother Tongue

English is predominantly the mother tongue of Hornepayne residents according to the 2006 and 2011 Census. In 2006, 78.3% of Hornepayne residents reported English as their mother tongue, followed by French (16.3%). English as a mother tongue increased to 80.4% of residents in 2011, while French as a mother tongue decreased to 14.2% in the same year.

2.5.1.2 Cultural Heritage Resources

Historical Overview

As an established community, the Township of Hornepayne has a strong cultural heritage. The Township began as a small, fairly isolated railway town in northern Ontario. Originally referred to as Fitzback and later as the Township of Wicksteed, the name Hornepayne was adopted later in the 1920s¹⁷¹.

¹⁷¹ Northeast Superior Forest Community. n.d. *Hornepayne: Your Oasis of Opportunity*. Prepared for the Corporation of the Township of Hornepayne and Superior East Community Futures Development Corporation.

In 1961, construction of the TransCanada Highway 17 was completed, providing accessibility, as well as new opportunities. This new mode of transportation, along with air travel, provided more people, tourism, business, and industry greater opportunity to travel to Hornepayne and the surrounding area.

The Township's cultural heritage includes identified archeological sites located within and beyond the Township.

Heritage Resources

A pre-contact Aboriginal site was identified on the south shore of Wicksteed Lake – located in the north-central area of Hornepayne. In addition, a series of cultural heritage assessments in 2000 and 2001 identified a further fourteen pre-contact Aboriginal archaeological sites, twenty heritage value sites and thirty culturally modified trees in the vicinity of Nagagamisis Provincial Park. The culturally modified trees were used to mark burial sites, campsites and portages, illustrating the large-scale occurrence of these First Nation heritage features in Ontario¹⁷².

2.5.1.3 Community Facilities and Programs

There are several community facilities available to residents. However, the availability of community facilities and programming has suffered due to the 2010 closure of the Hornepayne Town Centre¹⁷³. The Centre - once known as the Hallmark Centre¹⁷⁴ - was constructed in 1980 by a developer and CN Rail, and housed a number of community facilities and programs¹⁷⁵. Community facilities located in the Town Centre complex included a full size gymnasium, indoor swimming pool, saunas, public library, meeting space and retail space¹⁷⁶. Following the Centre's closure, the availability of local retail and facility spaces for Township residents significantly declined.

Township residents are currently able to access a range of social, cultural and sports facilities. These include:

- Community Arena;
- Tennis Court facilities;
- Cedar Point Park;
- Creative Outdoor Playground;
- Outdoor Basketball Pad;

¹⁷² Golder Associates Ltd. June 2011. *Initial Screening for Siting a Deep Geological Repository for Canada's Used Nuclear Fuel: Township of Hornepayne, Ontario*. Prepared for NWMO.

¹⁷³ The October 2010 closure of the Hornepayne Town Centre resulted in reduced service capacity of the C&D Paul Curling Club, Arena & Fitness Centre. Information gained from Hornepayne community discussions indicates reduced service levels are available for the C&D Curling Club, Arena and Fitness Centre.

¹⁷⁴ Gentili, Mark. May 2010. "Hornepayne town centre to close". *Kapuskasing Times*. Website: <http://www.kapuskasingtimes.com/2010/05/13/hornepayne-town-centre-to-close>. Accessed: October 2013.

¹⁷⁵ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: http://www.hornepayne.com/Community_Profile_2009.pdf. Accessed: October 2013.

¹⁷⁶ CRG Consulting. January 2010. *Final Report. Feasibility Study for the Hornepayne Town Centre*. Prepared for the Corporation of the Township of Hornepayne.

- Softball/Baseball Field;
- Cross Country Ski Trails;
- Numerous Snowmobile Trails;
- Hornepayne Family Resource Centre & Toy Lending Library;
- Gymnasium;
- Legion;
- Library; and,
- C & D Paul Curling Club (currently used as a weight training facility)¹⁷⁷.

Figure 34: Hornepayne C & D Paul Curling Club



Despite facility closures, the following recreational activities are available¹⁷⁸:

- Minor Hockey;
- Recreational Men's and Women's Hockey;
- Figure Skating;
- Youth Soccer;
- Tennis;
- Mixed Slo-Pitch League;
- Minor Softball;
- Intra-mural sports through schools-badminton, volleyball, basketball;
- Cross Country Running;
- Cross Country Skiing;
- Snowmobiling;
- Hunting (moose, bear, partridge);
- Fishing (pickerel, pike, trout); and,
- Ball Room Dancing Lessons.

The community enjoys a wide range of committees and clubs. These include¹⁷⁹:

- Senior Citizens' Club;
- Catholic Women's League;
- United Church Women;
- Anglican Church Women;
- Hornepayne Hospital Auxiliary;
- Legion Ladies' Auxiliary;
- Royal Canadian Legion, Br. 194;
- Parent Teacher Association;
- School Advisory Council;
- Phoenix Club;
- Masonic Lodge;
- Hornepayne Firefighters' Association;
- Hornepayne Fitness Club; and,
- Various local boards & committees.

Media

Media and communication services assist in strengthening ties within the community and providing information to local residents. In addition, media outlets communicate information within the community and surrounding area townships. Media services in Hornepayne include:

- Township of Hornepayne website;
- Jackfish Journal – a local newspaper;
- The Sault Star – an area newspaper serving northern Ontario;

¹⁷⁷ Information obtained from Hornepayne community discussions June 2012.

¹⁷⁸ Jaremy, Gail and Latoski, Tiffany. August 2008. *Township of Hornepayne Investment Readiness Profile*. Prepared for the Corporation of the Township of Hornepayne.

¹⁷⁹ *Ibid.*

- The Chronicle Journal – Thunder Bay;
- Wawa-News.com – an online newspaper serving Northeastern Ontario;
- CBC Radio One 1010 AM Hornepayne;
- CFNO – FM -2 107.2 FM Hornepayne¹⁸⁰; and
- CFNO-FM 93.1 FM¹⁸¹.

2.5.1.4 Social Services and Organizations

Social services in Hornepayne are delivered by a number of organizations including Algoma Community Living, Algoma Family Services, Community Action Centre, Children's Aid Society, Family Resource Centre, Job Connect and the Hornepayne Food Bank¹⁸². Collectively, these organizations help to ensure the social well-being of the community as a whole.

The Community Action Centre and Job Connect provide assistance to residents seeking employment and re-training and educational opportunities¹⁸³.

Day care is provided to residents through the Three Bears Day Care and the Holy Name of Jesus Catholic School¹⁸⁴. The Three Bears Day Care is a licensed facility providing programming for children aged 18 months to 12 years. The facility is open Monday to Friday and offers a range of programming options from toddler and pre-school programs to lunch, before and after school programs¹⁸⁵. In addition to the above mentioned facilities, the Hornepayne Family Resource Centre offers programming for children and parents¹⁸⁶. Programs are operated 6 days per week¹⁸⁷.

¹⁸⁰ TuneIn. 2012. *CFNO-FM-2*. Website: <http://tunein.com/radio/CFNO-FM-1071-s106276/>. Accessed: October 2013.

¹⁸¹ CFNO. n.d. *CFNO-FM*. Website: <http://www.cfno.fm/>. Accessed: October 2013.

¹⁸² Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: http://www.hornepayne.com/Community_Profile_2009.pdf. Accessed: October 2013.

¹⁸³ Northeast Superior Forest Community. n.d. *Hornepayne Your Oasis of Opportunity*. Prepared for the Corporation of the Township of Hornepayne and Superior East Community Futures Development Corporation.

¹⁸⁴ *Information gained from Hornepayne community discussions*.

¹⁸⁵ Three Bears Day Care. 2012. *Programs*. Website: <http://threebearsdaycare.ca/daycareprograms.html>. Accessed: October 2013.

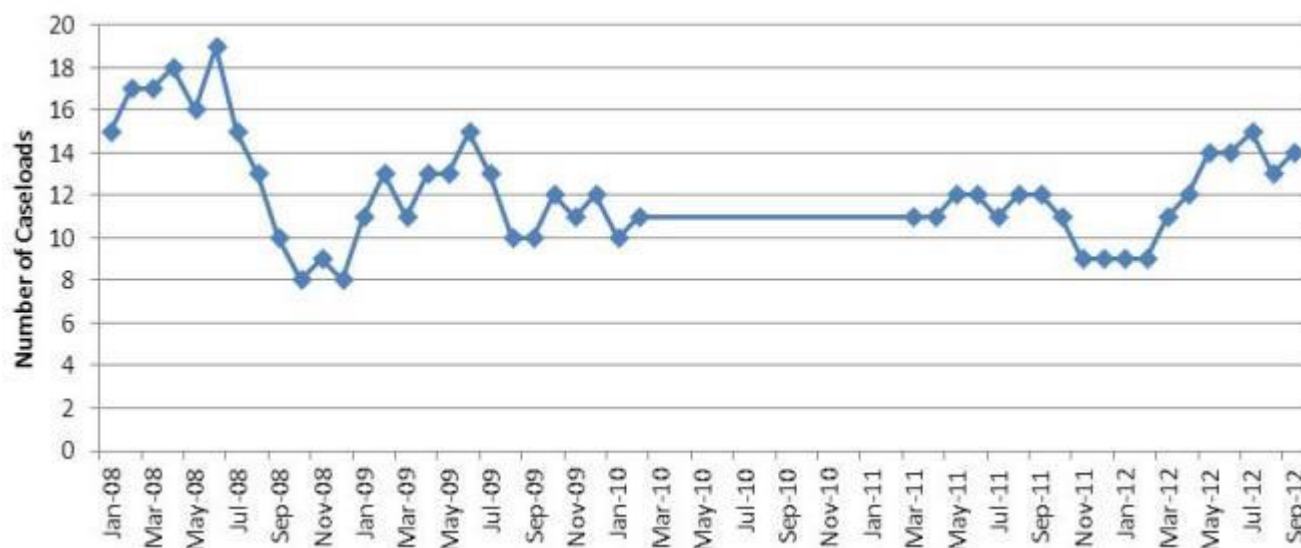
¹⁸⁶ Corporation of the City of Thunder Bay. n.d. *Township of Hornepayne: Learning*. Website: <http://www.immigrationnorthwesternontario.ca/Communities/Hornepayne/Learning.htm>. Accessed: October 2013.

¹⁸⁷ Ontario Ministry of Children and Youth Services. 2010. *Algoma-Manitoulin Ontario Early Years Centre*. Website: <http://www.children.gov.on.ca/htdocs/English/topics/earlychildhood/oeyc/locations/oeyc.aspx?Center=644#satellites>. Accessed: October 2013.

Social Assistance

According to the 2006 Census, approximately 13.2% of Township households were low-income households¹⁸⁸. Township residents receive social assistance through the Algoma District Services Administration Board,¹⁸⁹ which provides service to all communities located within Algoma District¹⁹⁰. Figure 35 illustrates the fluctuating level of caseloads¹⁹¹ in Hornepayne between 2008 and 2012. During this period, there was an overall decline in the number of caseloads. However, the number of Township residents receiving some form of social assistance was highest in early 2008.

Figure 35: Hornepayne Social Assistance



Source: Algoma District Administration Board. 2012. *Statistical Summaries*. Website: <http://www.adsab.on.ca/ADSAB Board Site Statistics.aspx>. Accessed: October 2013.

2.5.2 SUMMARY OF SOCIAL ASSETS

2.5.2.1 Priorities and Key Issues

Township residents are able to access limited social services and recreational activities. The availability of recreational activities and programming options was significantly reduced following the closure of the Hornepayne Town Centre and related facilities. However, the community of Hornepayne recognizes the importance of recreational opportunities and has expressed a desire for new recreation facilities.

¹⁸⁸ According to Statistics Canada, low income households are defined as households which are strained and must spend a greater proportion of their income on necessities (i.e., food, clothing and shelter) than households of a similar family size. Low income households are established using data from the Survey of National Household Spending. Statistics Canada. 2010. *Low income definitions*. Website: <http://www.statcan.gc.ca/pub/75f0011x/2010001/notes/low-faible-eng.htm>. Accessed: October 2013.

¹⁸⁹ Information obtained through Hornepayne community discussions October 2012. There is currently an information gap regarding the number of residents receiving social assistance in Hornepayne.

¹⁹⁰ Algoma District Administration Board. 2012. *Statistical Summaries*. Website: <http://www.adsab.on.ca/ADSAB Board Site Statistics.aspx>. Accessed: October 2013.

¹⁹¹ 'Caseloads' is a term used by the Algoma District Services Administration Board referring to the number of individuals receiving a form of social assistance. *Ibid*.

There is currently a range of existing recreational facilities, programs and services delivered by a number of organizations. Many of these organizations provide support for Township residents, including the Family Resource Centre, the Royal Canadian Legion and others. Day care and social programming provided by the Three Bears Day Care and the Huron-Superior Catholic District School Board also provide residents a range of options.

Despite recent hardships, Hornepayne is a community with a number of social assets. Priorities and key issues related to the 'social assets' category identified include:

- Expansion of recreational and social programming for community members of all ages;
- Continued support for a range of sport and recreational activities throughout the year; and,
- Provision of new community facilities for recreational and social activities.

2.5.2.2 Community Aspirations

The 2010 closure of the Hornepayne Town Centre impacted the availability of social and recreational programming for members of the community. There is a desire for programming to be expanded to levels previously experienced in the community. However, this may require additional financial resources and community facilities to accommodate demand.

2.5.2.3 Capabilities and Capacities within the Community

There are a number of identified gaps with respect to community and recreation facilities and programs. Additional facilities are desired to replace those lost as a result of the Hornepayne Town Centre closure. More recreational programming is desired for community members of all ages. However, despite the recent loss of facilities, Hornepayne is able to provide residents with a range of recreational and social programming. In addition, the community's surrounding environment provides additional outdoor recreational opportunities.

2.6 NATURAL ENVIRONMENT

This section of the profile outlines the natural environment or natural assets in Hornepayne. The key natural asset indicators discussed for this community are: Parks and Protected Areas, Natural Areas and Features of Significance. The Nagagami Forest Management Plan is also summarized.

2.6.1 NATURAL ASSET INDICATORS

2.6.1.1 Parks and Protected Areas/ Natural Areas/Features of Significance

Municipal Parks and Private Camps

Township and area residents are able to access a number of parks in the area surrounding Hornepayne. Within the Township, these include a park situated next to the tennis courts and the 'Three Bears', a park at École Holy Name of Jesus School, and at Cedar Point¹⁹².

First and Second Government Lakes are features of significance for local residents. Other lakes of significance also include Cree Lake, Larkin Lake, Bear Lake (Wicksteed Lake), and Nagagamisis Lake.¹⁹³ There are numerous cottages and limited permanent residences present on the lakes.

Figure 36: Cedar Point



Parks and Protected Areas

There are several provincial parks, nature reserves, conservation areas and a national park situated near Hornepayne. Nagagamisis Provincial Park is located approximately 15 kilometres north of the community, and is recognized as containing significant natural and cultural features, including a provincially significant landform¹⁹⁴. The Park offers serviced facilities and attracts residents and visitors to the Hornepayne area.

¹⁹² Information obtained from Hornepayne community discussion July 2013.

¹⁹³ Information obtained from Hornepayne community discussion July 2013.

¹⁹⁴ A landform linking the former Nagagamisis Provincial Park and Nagagamisis Park Nature Reserve has been classified as provincially significant by Ontario Parks. Ontario Parks. n.d. *Nagagamisis Central Plateau Signature Site. The Management Options – A Working Document*. Website: http://www.ontarioparks.com/english/planning_pdf/naga_manage_opt.pdf. Accessed: July 2014.

The western boundary of the Chapleau Crown Game Preserve (Figures 37 and 38, below) is located southeast of Hornepayne. The Preserve is defined by the Algoma Central Railway (western boundary), the CN (northern boundary) and Canadian Pacific rail lines (southern boundary), and Chapleau River (eastern boundary). It is the world's largest game preserve and encompasses more than 2,700 km² (2,000,000 acres) of land¹⁹⁵. The Preserve was created in 1925 by the Province of Ontario to provide protection for depleted fur-bearing animals¹⁹⁶. The presence of various species provides a range of recreational opportunities for visitors, including wildlife viewing. It remains a key feature in the area surrounding Hornepayne and is a significant protected area.

Figure 37: Chapleau Crown Game Preserve



Source: DPRA Canada, 2012.

Table 13 provides information on park class, size and a brief description of the other parks and provincially protected areas near Hornepayne. Several of these are shown in Figure 38.

¹⁹⁵ Township of Chapleau. 2012. *Chapleau Crown Game Preserve*. Website: <http://chappleau.ca/en/visit/gamepreserve.asp>. Accessed: October 2013.

¹⁹⁶ Ontario-Canada-Travel. 2013. *Chapleau Game Preserve*. Website: <http://www.ontario-canada-travel.com/chapleau-game-reserve.html# UXagqUrVjOM>. Accessed: October 2013.

Table 13: Parks and Protected Areas near Hornepayne

PROTECTED AREA	CLASS	AREA (hectares)	DESCRIPTION
Nagagami Lake Provincial Nature Reserve ^{197,198}	Nature Reserve	1,650 ha ¹⁹⁹	<ul style="list-style-type: none"> • Non-operational (not staffed)²⁰⁰ • There are no facilities for visitors • Foch/Nagagami Canoe Route passes through the park • Provides protection for important natural features • Park contains archaeological sites of regional significance, including chert beach²⁰¹

¹⁹⁷ Ontario Parks. 2014. *Nagagami Lake*. Website: <http://www.ontarioparks.com/nonoperating/nagagamilake>. Accessed: July 2014.

¹⁹⁸ Ontario Ministry of Natural Resources. 1985. *Nagagami Lake Provincial Nature Reserve Interim Management Statement*. Website: http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@parks/documents/document/mnr_bpp0057.pdf. Accessed: July 2014.

¹⁹⁹ Ontario Parks. n.d. *Nagagamis Central Plateau Signature Site: The Management Options – A Working Document*. Website: http://www.ontarioparks.com/english/planning_pdf/naga_manage_opt.pdf. Accessed: July 2014.

²⁰⁰ According to Ontario Parks, a Non-Operational Provincial Park is a park that has no fees or staff on site and only limited facilities. Ontario Parks. 2014. *Park Locator*. Website: <http://www.ontarioparks.com/park-locator#>. Accessed: July 2014.

²⁰¹ Ontario Parks. n.d. *Nagagamis Central Plateau Signature Site: The Management Options – A Working Document*. Website: http://www.ontarioparks.com/english/planning_pdf/naga_manage_opt.pdf. Accessed: July 2014.

PROTECTED AREA	CLASS	AREA (hectares)	DESCRIPTION
Nagagamis Provincial Park	Natural Environment ²⁰²	8,131 ha	<ul style="list-style-type: none"> • Activities – hiking, canoeing, swimming, boating, fishing, biking, birding, hunting, camping • Facilities – comfort stations, flush toilets, barrier-free access, day use area, laundry, boat launch, rentals, park store, French-speaking staff • Opened to the public in 1957²⁰³ • Provincial Park incorporated former Nagagami Lake Provincial Nature Reserve and a Forest Reserve²⁰⁴ in 2002²⁰⁵ • Located within the Hearst Forest²⁰⁶ • Features a range of wildlife and many opportunities for recreational activities, including canoeing on the Nagagami and Shekak rivers²⁰⁷
North Thornhen Lake Moraine Conservation Reserve	Conservation Reserve	454 ha ²⁰⁸	<ul style="list-style-type: none"> • Contains a variety of landform features including wetlands, headwaters, lakes and glacial deposits • Landform features provide interesting landscape for recreational opportunities²⁰⁹

²⁰² Ontario Parks. 2014. *Nagagamis*. Website: <http://www.ontarioparks.com/park/nagagamis>. Accessed: July 2014.

²⁰³ Ontario Ministry of Natural Resources. 2002. *Nagagamis Central Plateau Signature Site Background Information Summary*. Website: http://www.ontarioparks.com/english/planning_pdf/naga_background.pdf. Accessed: July 2014.

²⁰⁴ Ontario Parks. n.d. *Nagagamis Central Plateau Signature Site. The Management Options – A Working Document*. Website: http://www.ontarioparks.com/english/planning_pdf/naga_manage_opt.pdf. Accessed: July 2014.

²⁰⁵ Nagagamis Provincial Park was expanded in 2002 by adding approximately 275 square kilometres of additional land formerly contained in the Nagagamis Lake Provincial Nature Reserve. Ontario Ministry of Natural Resources. September, 2002. *Nagagamis & Nagagami Lake Provincial Park Addition (Natural Environment Class) (P 1524) Fact Sheet*. Website: <http://www.ontla.on.ca/library/repository/mon/4000/10306532.pdf>. Accessed: July 2014.

²⁰⁶ Hearst Forest Management Inc. 2007. *Hearst Forest Management Plan, 2007 – 2017*. Website: <http://www.hearstforest.com/english/PDF/HearstForest2007FMP.pdf>. Accessed: July 2014.

²⁰⁷ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Website: http://www.hornepayne.com/Community_Profile_2009.pdf. Accessed: October 2013.

²⁰⁸ Ontario Ministry of Natural Resources. February 2005. *C1510 North Thornben Lake Moraine Conservation Reserve Statement of Conservation Interest*. Website: http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@parks/documents/document/mnr00_bcr0025.pdf. Accessed: July 2014.

²⁰⁹ *Ibid.*

PROTECTED AREA	CLASS	AREA (hectares)	DESCRIPTION
Slim Jim Lake Conservation Reserve	Conservation Reserve	6,460 ha ²¹⁰	<ul style="list-style-type: none"> • Situated within Central Plateau section of the Boreal Forest Region • Consists of bedrock with a variety of wetlands and forest communities • Recreational opportunities are available due to Conservation Reserve's landscape features
Dubé Creek Iceberg Keel Marks Conservation Reserve	Conservation Reserve	1,136 ha ²¹¹	<ul style="list-style-type: none"> • Reserve was regulated in June 2003 • Hunting and sport fishing are permitted activities²¹² • Access is limited to forest harvest roads
White Lake Peatlands Provincial Nature Reserve ²¹³	Nature Reserve	992 ha	<ul style="list-style-type: none"> • Non-operational (not staffed)
Kwinkwaga Ground Moraine Uplands Conservation Reserve	Conservation Reserve ²¹⁴	12,650 ha ²¹⁵	<ul style="list-style-type: none"> • There are no facilities for visitors • White River Canoe Route runs through it
Strickland River Mixed Forest Wetland Conservation Reserve	Conservation Reserve ²¹⁶	1,638 ha ²¹⁷	<ul style="list-style-type: none"> • There are no visitor facilities • Accessible only by air, water and foot

²¹⁰ Ontario Ministry of Natural Resources. April 2005. *C1507 Slim Jim Lake Uplands Conservation Reserve Statement of Conservation Interest*. Website: http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@parks/documents/document/mnr00_bcr0022.pdf. Accessed: July 2014.

²¹¹ Ontario Ministry of Natural Resources. January 2005. *Dubé Creek Iceberg Keel Marks Conservation Reserve Statement of Conservation Interest*. Website: http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@parks/documents/document/mnr00_bcr0033.pdf. Accessed: July 2014.

²¹² *Ibid.*

²¹³ Ontario Parks. 2013. *White Lake Peatlands*. Website: <http://www.ontarioparks.com/nonoperating/whitelakepeatlands>. Accessed: October 2013.

²¹⁴ Ontario Ministry of Natural Resources. October 2004. *Enhanced Statement of Conservation Interest for the Kwinkwaga Ground Moraine Uplands Conservation Reserve*. Website: http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@parks/documents/document/mnr00_bcr0024.pdf. Accessed: July 2014.

²¹⁵ Government of Ontario. 2014. *Provincial Parks and Conservation Reserves Act, 2006 Ontario Regulation 315/07 Designation of Conservation Reserves Schedule 53: Kwinkwaga Ground Moraine Uplands Conservation Reserve*. Website: http://www.e-laws.gov.on.ca/html/regs/english/elaws_regs_070315_e.htm#BK258. Accessed: July 2014.

²¹⁶ Ontario Ministry of Natural Resources. November 2004. *Statement of Conservation Interest for the Strickland River Mixed Forest Conservation Reserve*. http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@parks/documents/document/mnr00_bcr0031.pdf. Accessed: July 2014.

²¹⁷ Government of Ontario. 2014. *Provincial Parks and Conservation Reserves Act, 2006 Ontario Regulation 315/07 Designation of Conservation Reserves Schedule 57: Strickland River Mixed Forest Wetland Conservation Reserve*. Website: http://www.e-laws.gov.on.ca/html/regs/english/elaws_regs_070315_e.htm#BK258. Accessed: July 2014.

PROTECTED AREA	CLASS	AREA (hectares)	DESCRIPTION
Kakakiwibik Esker Conservation Reserve ²¹⁸	Conservation Reserve ²¹⁹	521 ha ²²⁰	<ul style="list-style-type: none"> • There are no facilities for visitors
White Lake Provincial Park	Natural Environment	1,723 ha ²²¹	<ul style="list-style-type: none"> • Activities – hiking, canoeing, swimming, boating, fishing, biking, snowshoeing • Facilities – bathrooms, laundry, boat launch²²²
Low/Bell Conservation Reserve	Conservation Reserve	5,584 ha ²²³	<ul style="list-style-type: none"> • Consists of two separate sites which each contain lacustrine deposits • Located in a transitional zone between the Boreal Forest and James Bay Lowlands • Accessible by logging roads
Pokei Lake/White River Wetlands Provincial Park ²²⁴	Nature Reserve ²²⁵	1,768 ha	<ul style="list-style-type: none"> • Non-operational (not staffed) • There are no facilities for visitors
Pukaskwa River Provincial Park ²²⁶	Waterway ²²⁷	1,465 ha ²²⁸	<ul style="list-style-type: none"> • Non-operational (not staffed) • There are no facilities for visitors

²¹⁸ Ontario Parks. 2011. *Steel River Terms of Reference*. Website: http://www.ontarioparks.com/english/planning_pdf/stee/stee_ToR.pdf. Accessed: July 2014.

²¹⁹ Ontario Ministry of Natural Resources. October 2004. *Statement of Conservation Interest for the Kakakiwibik Esker Conservation Reserve*. Website: http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@parks/documents/document/mnr00_bcr0027.pdf. Accessed: July 2014.

²²⁰ Government of Ontario. 2014. *Provincial Parks and Conservation Reserves Act, 2006 Ontario Regulation 315/07 Designation of Conservation Reserves Schedule 51: Kakakiwibek Esker Conservation Reserve*. Website: http://www.e-laws.gov.on.ca/html/regs/english/elaws_regs_070315_e.htm#BK258. Accessed: July 2014.

²²¹ Ontario Ministry of Natural Resources. 1987. *White Lake Provincial Park Management Plan*. Website: http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@parks/documents/document/mnr_bpp0015.pdf. Accessed: October 2013.

²²² Ontario Parks. 2013. *White Lake*. Website: <http://www.ontarioparks.com/park/whitelake#Rentals>. Accessed: October 2013.

²²³ Ontario Ministry of Natural Resources. 2001. *Low/Bell Conservation Reserve (C2201) Statement of Conservation Interest*. Website: http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@parks/documents/document/mnr00_bcr0105.pdf. Accessed: July 2014.

²²⁴ Ontario Parks. 2014. *Pokei Lake/White River Wetlands*. Website: <http://www.ontarioparks.com/nonoperating/pokeilakewhiteriverwetlands>. Accessed: July 2014.

²²⁵ Protected Planet. 2012. *Pokei Lake/White River Wetlands Provincial Park*. Website: http://www.protectedplanet.net/sites/Pokei_Lake_White_River_Wetlands_Provincial_Park_Nature_Reserve. Accessed: October 2013.

²²⁶ Ontario Parks. 2014. *Pukaskwa River*. Website: <http://www.ontarioparks.com/nonoperating/pukaskwariver>. Accessed: July 2014.

²²⁷ Ontario Ministry of Natural Resources. 2006. *Pukaskwa River Interim Management Statement*. Website: http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@parks/documents/document/mnr_bpp0018.pdf. Accessed: July 2014.

²²⁸ The Ontario Ministry of Natural Resources identifies the park as encompassing 1,370 hectares in the Pukaskwa River Provincial Park 2006 Interim Management Statement. *Ibid.*

PROTECTED AREA	CLASS	AREA (hectares)	DESCRIPTION
Obatanga Provincial Park ²²⁹	Natural Environment	9,409 ha	<ul style="list-style-type: none"> • Non-operational (not staffed) • Viewing opportunities for canoeing and wildlife are provided by park lakes • Utilized as staging area for canoe trips down Dog River
Pukaskwa National Park ²³⁰	Wilderness	187,800 ha	<ul style="list-style-type: none"> • Activities – geocaching, camping, hiking, backpacking, fishing, boating, cycling and mountain biking, interpretive events, picnicking, canoeing, and kayaking • Facilities – visitor centre, camp, campground, and trails
Ste. Thérèse Ground Moraine Conservation Reserve	Conservation Reserve	150 ha ²³¹	<ul style="list-style-type: none"> • Accessible by Highway 583 • Located within the Smokey Falls Ecodistrict • Situated within the Hearst Chain of Lakes area, an area prevalent for cottages and referred to as “cottage country” by Hearst residents²³² • Recreational opportunities for ATVing, snowmobiling and walking include the use of trails and roads constructed on the moraine
Missinaibi Provincial Park	Waterway	99,090 ha ²³³	<ul style="list-style-type: none"> • Activities – hiking, canoeing, swimming, boating, fishing, birding, hunting, camping • Facilities – day use area, rentals, park store, French-speaking staff • Provides users access to more than 500 kilometres of waterway extending to James Bay • Encompasses scenic waterfalls and whitewater
South Greenhill Lake Sand Delta Conservation Reserve	Conservation Reserve	1,463 ha ²³⁴	<ul style="list-style-type: none"> • Situated within the Chapleau Crown Game Preserve • Landscape includes wetlands, rivers, lakes and changing topography • Accessible only by aircraft

²²⁹ Ontario Parks. 2014. *Obatanga*. Website: <http://www.ontarioparks.com/nonoperating/obatanga>. Accessed: July 2014.

²³⁰ Parks Canada. 2014. *Pukaskwa National Park*. Website: <http://www.pc.gc.ca/eng/pn-np/on/pukaskwa/index.aspx>. Accessed: July 2014.

²³¹ Ontario Ministry of Natural Resources. January 2005. *Ste. Thérèse Ground Moraine Conservation Reserve Statement of Conservation Interest*. Website: http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@parks/documents/document/mnr00_bcr0037.pdf. Accessed: July 2014.

²³² *Ibid.*

²³³ Ontario Parks. 2014. *Missinaibi*. Website: <http://www.ontarioparks.com/park/missinaibi>. Accessed: July 2014.

²³⁴ Ontario Ministry of Natural Resources. February 2005. *C1533 South Greenhill Lake Sand Delta Conservation Reserve Statement of Conservation Interest*. Website: http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@parks/documents/document/mnr00_bcr0034.pdf. Accessed: July 2014.

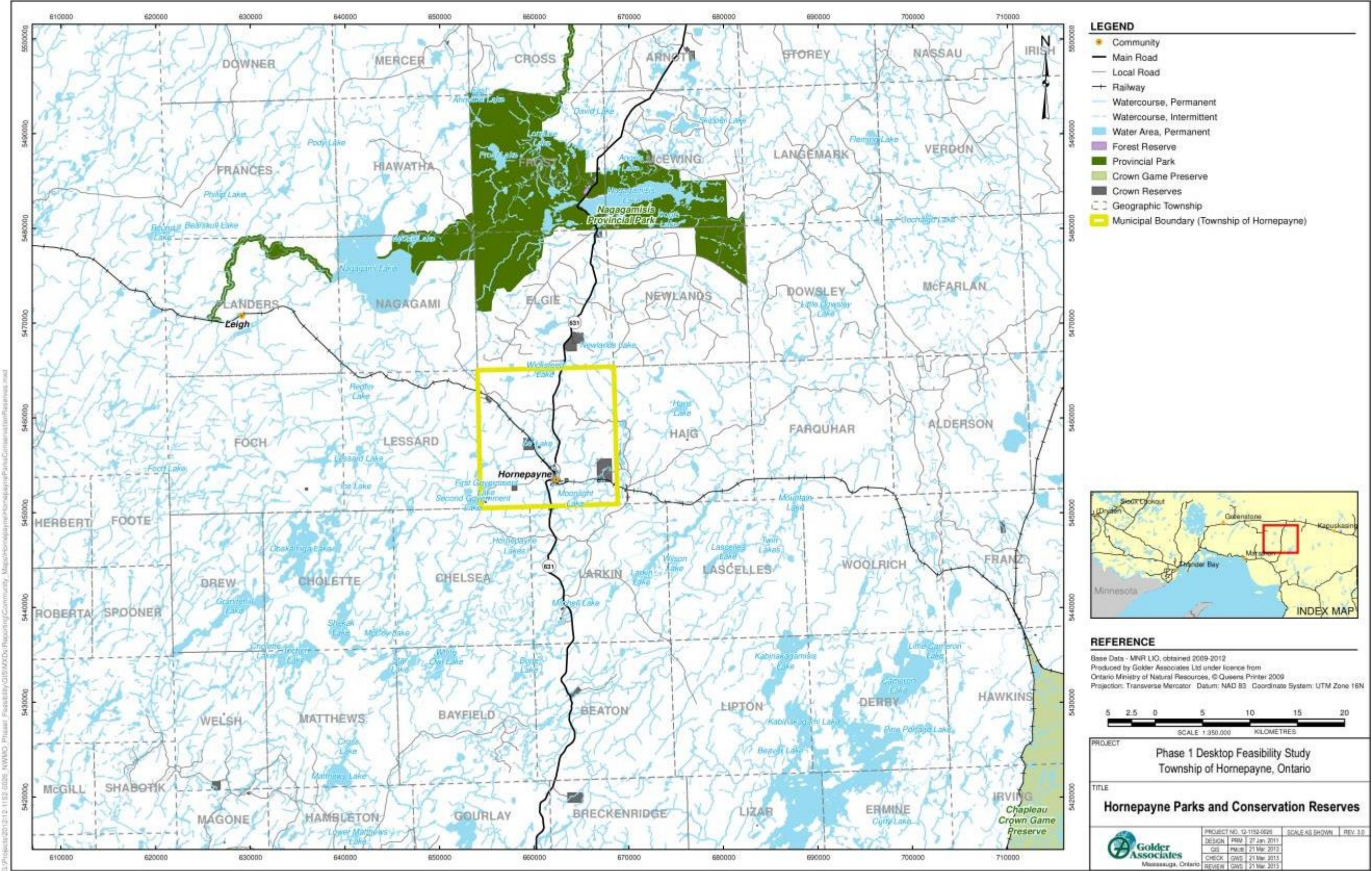
PROTECTED AREA	CLASS	AREA (hectares)	DESCRIPTION
Manitou Mountain Conservation Reserve	Conservation Reserve	532 ha ²³⁵	<ul style="list-style-type: none"> • Reserve was withdrawn from the Magpie Forest Sustainable Forestry License to protect against commercial forestry operations within the Reserve's boundaries²³⁶ • Named for Manitou Mountain situated in the southeast portion of the Reserve • Area has extensive history of resource use and cultural value
Jog Lake Conservation Reserve	Conservation Reserve	48,482 ha ²³⁷	<ul style="list-style-type: none"> • Mountain situated within the Reserve • In 1988, a 50,500 ha area centered around Jog Lake was proposed as an Area of Natural and Scientific Interest • The proposed Area of Natural and Scientific Interest was declined with 2,018 ha removed along the site's northern boundary in response to mining activities • Jog Lake became regulated as a Conservation Reserve in January 1997 • Sport hunting is permitted within the Reserve

²³⁵ Ontario Ministry of Natural Resources. February 2005. *C1527 Manitou Mountain Conservation Reserve Statement of Conservation Interest*. Website: http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@parks/documents/document/mnr00_bcr0032.pdf. Accessed: July 2014.

²³⁶ *Ibid.*

²³⁷ Ontario Ministry of Natural Resources. December 2001. *Jog Lake Statement of Conservation Interest*. Website: http://www.mnr.gov.on.ca/stdprodconsume/groups/lr/@mnr/@parks/documents/document/mnr00_bcr0226.pdf. Accessed: July 2014.

Figure 38: Hornepayne Parks and Conservation Reserves



Source: Golder Associates Ltd. 2013. *Hornepayne Parks and Conservation Reserves*.

2.6.1.2 Nagagami Forest Management Plan

The Township of Hornepayne is located within the Nagagami Forest Management Unit (FMU). The Nagagami Forest, which encompasses an area of approximately 4,492 km², is bisected by the CN Rail line. The FMUs in northern Ontario (as well as Ministry of Natural Resources and Forests [MNRF] Districts and 2014 mill locations) can be viewed on-line²³⁸ (the size of the map does not allow reproduction in this profile). Additional information on forest management planning (including current plans and supporting information including mapping of various uses) is also available on-line from the MNRF.²³⁹ Area forests are managed under the Nagagami Forest Management Plan 2011 – 2021, while the area to the south is managed under the White River Forest Management Unit, and the area to the north is managed under the Hearst Forest Management Plan²⁴⁰. The Nagagami Forest 2011 – 2021 Forest Management Plan documents environmental values in the Plan area, as well as providing direction for forest management activities.²⁴¹

Jackfish River Management Limited, located in Hornepayne, is responsible for administering and preparing Nagagami Forest Management Plan. However, the Nagagami Forest is licensed to Nagagami Forest Management Limited under the terms and conditions of a Sustainable Forest License (SFL). The Nagagami SFL includes Hornepayne's Olav Haavaldsrud Timber Company Limited. It is noted that the Nagagami Forest Local Citizens Committee (LCC) represents the interest of the public, known users and interests (including Hornepayne and Hornepayne First Nation, and representation from a variety of sectors (e.g., tourism, business, naturalists, mining, trappers, forestry etc.)). As a component of the forest management planning process, the LCC provides recommendations to the Ministry of Natural Resources and Forestry. Recently, forest management in Ontario – including that for the Nagagami Forest – is transitioning to an enhanced sustainable forest license development process that reflects a new approach to the relationship between First Nations and industry.

2.6.2 SUMMARY OF NATURAL ASSETS

This section summarizes the Natural Assets described above for Hornepayne in terms of:

- Priorities and Key Issues;
- Community Aspirations; and
- Capabilities and Capacities within the Community.

²³⁸ Ontario Ministry of Natural Resources. 2014. *Forestry Industry at a Glance*. Website: <http://files.ontario.ca/environment-and-energy/forestry/2014-06-10-Forest-Industry-at-a-Glance-WebVersion.pdf>.

Accessed January 2015.

²³⁹ Ontario Ministry of Natural Resources. 2014. *Find a Forest Management Plan*. Website: <http://www.efmp.lrc.gov.on.ca/eFMP/home.do?currentFmu=&language=en>. Accessed December 2014.

²⁴⁰ Hearst Forest Management Inc. 2007. *Hearst Forest Management Plan, 2007 – 2017*. Website: <http://www.hearstforest.com/english/PDF/HearstForest2007FMP.pdf>. Accessed: July 2014.

²⁴¹ Jackfish River Management Limited. 2011. *Nagagami Forest Management Plan 2011 – 2021*. Website: <http://www.efmp.lrc.gov.on.ca/eFMP/viewFmuPlan.do?fmu=390&fid=494&type=CURRENT&pid=494&sid=0&pn=FP&ppyf=2006&ppyt=2026&ptyf=2006&ptyt=2011&phase=P1>. Accessed: December 2014.

2.6.2.1 Priorities and Key Issues

The Township of Hornepayne is situated in proximity to a number of natural features, including a number of provincial parks and protected areas, crown lands, lakes and rivers. There are also a number of “take-off sites” present in Hornepayne used by fly-in lodge operators. Various natural features surrounding Hornepayne provide recreational opportunities for residents and visitors, and contribute to the Township’s reputation as a destination for snowmobiling, hunting and fishing and other associated tourist activities.

The area surrounding Hornepayne includes Nagagamisis Provincial Park. The natural environment and businesses, including fly-in lodge operators, continue to draw visitors to the area surrounding Hornepayne. The preservation and protection of the natural environment has been identified as a priority in the *Strategic Plan for the Community of Hornepayne*. There is a collective desire to balance future development with environmental protection.

The natural environment within and surrounding Hornepayne is a source of pride for residents. It also provides a number of recreational and tourist opportunities. Priorities and key issues related to the natural environment category include:

- Preservation of the pristine natural environment present within and beyond the Township of Hornepayne;
- Protecting the environment and quality of the surrounding lakes and rivers;
- Provision of additional tourism opportunities to further explore and appreciate Hornepayne’s natural environment;
- Protecting the integrity of parks and protected areas; and,
- Balancing tourism growth with environmental protection.

2.6.2.2 Community Aspirations

The natural environment, including the land, water and air surrounding Hornepayne are highly valued by residents and visitors. The community’s proximity to Nagagamisis Provincial Park and other area natural features is a source of pride. There is a desire to further grow and expand the local tourism industry. As noted in the *Strategic Plan for the Community of Hornepayne*, growth of the tourism industry must balance economic growth with environmental protection. Strategies to grow tourism include the packaging of services to further develop and attract niche markets. In addition, seasonal activities such as fishing and hunting are highly valued by residents who wish to ensure the protection of the surrounding area’s natural resources.

2.6.2.3 Capabilities and Capacities

Hornepayne’s natural environment has historically supported local recreation and the tourism industry and is a valued community asset. The Nagagamisis Provincial Park, First and Second Government Lakes, and other lakes including Bear Lake, Wicksteed Lake, Cree Lake, and Larkin Lakes, are also valued assets which support the current lifestyle of many year-round and seasonal residents. The fly-in lodges located outside of Hornepayne would benefit from growth in the local tourism industry.

2.7 UNIQUE CHARACTERISTICS

This section of the profile outlines the unique characteristics of the Township of Hornepayne. The key unique characteristics described for this community are:

- Community Character;
- Environmental Values;
- Community Goals; and,
- Community Action Plans.

2.7.1 COMMUNITY CHARACTER

The Township of Hornepayne has a small-town atmosphere and is surrounded by an abundance of natural features. It is a community where most residents know one another, contributing to feelings of safety. There is also an emphasis placed on the outdoors and environmental protection given the community's location. However, there is also a desire to grow area businesses and encourage economic diversification through exploring new opportunities. The community sees itself as being economically diverse, with new industry activities while still respecting and protecting the natural environment.

2.7.2 ENVIRONMENTAL VALUES

Hornepayne is surrounded by a number of natural features. In addition, there are many lakes, with First and Second Government Lakes, as well as Nagagamisis Lake being particularly prominent for local residents and tourists alike.²⁴² To date, these natural features have contributed to Hornepayne's role as a tourist attraction among outdoor enthusiasts.

The importance of the environment is reflected in the common values informing the *Strategic Plan for the Community of Hornepayne*. One key common value informing new economic development opportunities is the pursuit of environmental sustainability. Hornepayne residents and Council share the importance placed on environmental sustainability and effective management of natural resources as critical elements for a long term and prosperous future²⁴³.

2.7.3 COMMUNITY GOALS

Hornepayne is a resilient community that wishes to secure its future. A number of goals have informed planning initiatives, including the *Strategic Plan for the Community of Hornepayne* (July 2011), *Strategic Plan for Municipal Council Township of Hornepayne for the Term 2010-2014* (May 2011) and the *Township of Hornepayne Investment Readiness Profile* (Revised 2008). Community goals embody a desire to promote local

²⁴² Information obtained from Hornepayne community discussions July 2013.

²⁴³ Hornepayne Community Adjustment Committee. July 2011. *Strategic Plan for the Community of Hornepayne*. Prepared for the Corporation of the Township of Hornepayne.

economic development opportunities in order to ensure Hornepayne's survival and successful growth in the long-term. Specific community goals include the following²⁴⁴:

1. Support the economic competitiveness of Hornepayne and area businesses through the efficient provision of municipal services and through an equitable tax levy;
2. Establish Hornepayne as a year-round tourist destination, structured on the community's cultural heritage and outdoor adventure assets;
3. Achieve controlled economic diversification without compromise to the core elements of the existing economic structure;
4. Create development catalysts to encourage private sector investment and job creation;
5. Ensure adequate infrastructure is available to support growth and development;
6. Assist and work through local economic development agencies to avoid duplication in sponsoring growth and development;
7. Achieve long-term sustainable growth without compromise to the common values shared by all residents of the Town of Hornepayne; and,
8. Increase participation of the First Nation community in the developing economic plan.

2.7.4 COMMUNITY ACTION PLANS

The *Strategic Plan for the Community of Hornepayne* (July 2011) has been prepared as a living document to be supported by an action plan and accountability measures²⁴⁵. Although a completion date for the community action plan has not been established, local officials confirm the community is continuing to move forward on projects as funds become available²⁴⁶.

In addition, the community underwent a rebranding exercise in 2012²⁴⁷ - 'Rebranding Hornepayne'- conducted by the Hornepayne Economic Development Corporation (HEDC) with funding from Nord-Aski Regional Economic Development Corporation²⁴⁸. Rebranding Hornepayne involved active participation from community members to analyze their and what makes the community unique²⁴⁹. The HEDC held a series of meetings throughout 2012 and 2013 to identify words and/or logos that were felt to add value to Hornepayne²⁵⁰. The HEDC commissioned the Rebranding logo to portray Hornepayne's unique attributes and emphasize the community's central location. The logo will be incorporated into new imagery and signage that welcomes tourists to Hornepayne²⁵¹.

²⁴⁴ *Ibid.*

²⁴⁵ *Ibid.*

²⁴⁶ Information obtained from Hornepayne community discussions June 2012.

²⁴⁷ Information obtained from Hornepayne community discussions August 2012.

²⁴⁸ Anonymous. June 6, 2012. "Hornepayne Introduction to Rebranding". *The Jackfish Journal* 7(300): 1.

²⁴⁸ Nord-Aski Regional Economic Development Corporation. 2012. *2012 Recipients of the Local Initiative Contributions*. Website: <http://www.nordaski.com/PDF/LIC/2012%20LIC%20Recipients.pdf>. Accessed: July 2014.

²⁴⁹ Hornepayne Economic Development Corporation. 2013. *Hornepayne Economic Development Corporation – Rebranding Meeting*. Website: <http://hornepayne-edc.com/blog/rebranding-meeting>. Accessed: July 2014.

²⁵⁰ Hornepayne Economic Development Corporation. Spring 2013. *The HEDC News*. Website: <http://hornepayne-edc.com/current-projects/>. Accessed: July 2014.

²⁵¹ *Ibid.*

3.0 REGIONAL PROFILE

The definition of the regional context of a community is subjective. The regional boundaries of a community are defined differently by various entities. For the purposes of this Community Profile, the regional context is left undefined as further dialogue with community members and members in surrounding communities is required to best understand the broader regional context.

The Township of Hornepayne is situated within Algoma District. Statistics are readily available for the District; for this reason and for the purposes of this profile, they will be used only for the purpose of setting context and comparison. Data for the Northeast Superior Mayors' Group (NESMG) communities are also provided for selected indicators.

Section 3 of this profile includes an overview of:

- The municipalities / communities in the surrounding area;
- Aboriginal communities and organizations in the area surrounding Hornepayne;
- Trends in population dynamics, labour force, business activity, and health indicators.

3.1 OVERVIEW

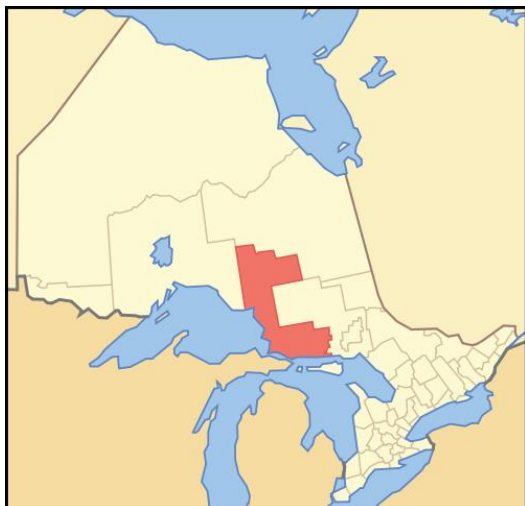
The key components described in this section are:

- Location and List of Communities;
- Land Size and Uses; and,
- Expenditures – Where Residents Obtain Goods and Services.

3.1.1 LOCATION – LIST OF COMMUNITIES

3.1.1.1 Algoma District

There are more than 20 communities located within Algoma District (Figure 39), a large area in northern Ontario. The District serves as an administrative unit for the delivery of a number of social services and is an area for which statistics are available for analysis purposes.

Figure 39: Algoma District Boundaries

Source: Wikipedia. 2013. *Algoma District*. Website: http://en.wikipedia.org/wiki/Algoma_District. Accessed: October 2013.

The communities in Algoma District are^{252,253}:

- City of Elliot Lake;
- City of Sault Ste. Marie;
- Municipality of Huron Shores;
- Municipality of Wawa;
- Town of Blind River;
- Town of Bruce Mines;
- Town of Thessalon;
- Township of Dubreuilville;
- Township of Hilton;
- Township of Hornepayne;
- Township of Jocelyn;
- Township of Johnson;
- Township of Laird;
- Township of Macdonald, Meredith and Aberdeen Additional;
- Township of the North Shore;
- Township of Plummer Additional;
- Township of Prince;
- Township of Spanish;
- Township of St. Joseph;
- Township of Tarbutt and Tarbutt Additional;
- Township of White River; and,
- Village of Hilton Beach.

There are a number of small settlements (year-round/seasonal) in the District as well. These communities and others are shown in Figure 40. Located to the north of Hornepayne and Algoma District is Cochrane District. The population centres in Cochrane District closest to Hornepayne include Hearst and Kapuskasing²⁵⁴.

²⁵² Association of Ontario Municipalities. July 2012. *Ontario Municipal Home Pages*. Website: <http://www.amo.on.ca/YLG/ylg/ontario.html#REGIONS>. Accessed: July 2014.

²⁵³ Federation of Northern Ontario Municipalities. 2010. *Members*. Website: <http://www.fonom.org/?q=node/5>. Accessed: July 2014.

²⁵⁴ Ontario Ministry of Municipal Affairs and Housing. 2009. *List of Incorporated Northeastern Ontario Municipalities*. Website: <http://www.mah.gov.on.ca/Page1044.aspx>. Accessed: July 2014.

Figure 40: Algoma District Communities



Source: Algoma Kinniwabi Travel Association. n.d. *Regional Map*. Website: <http://www.algomacountry.com/490/regional-map>. Accessed: October 2013.

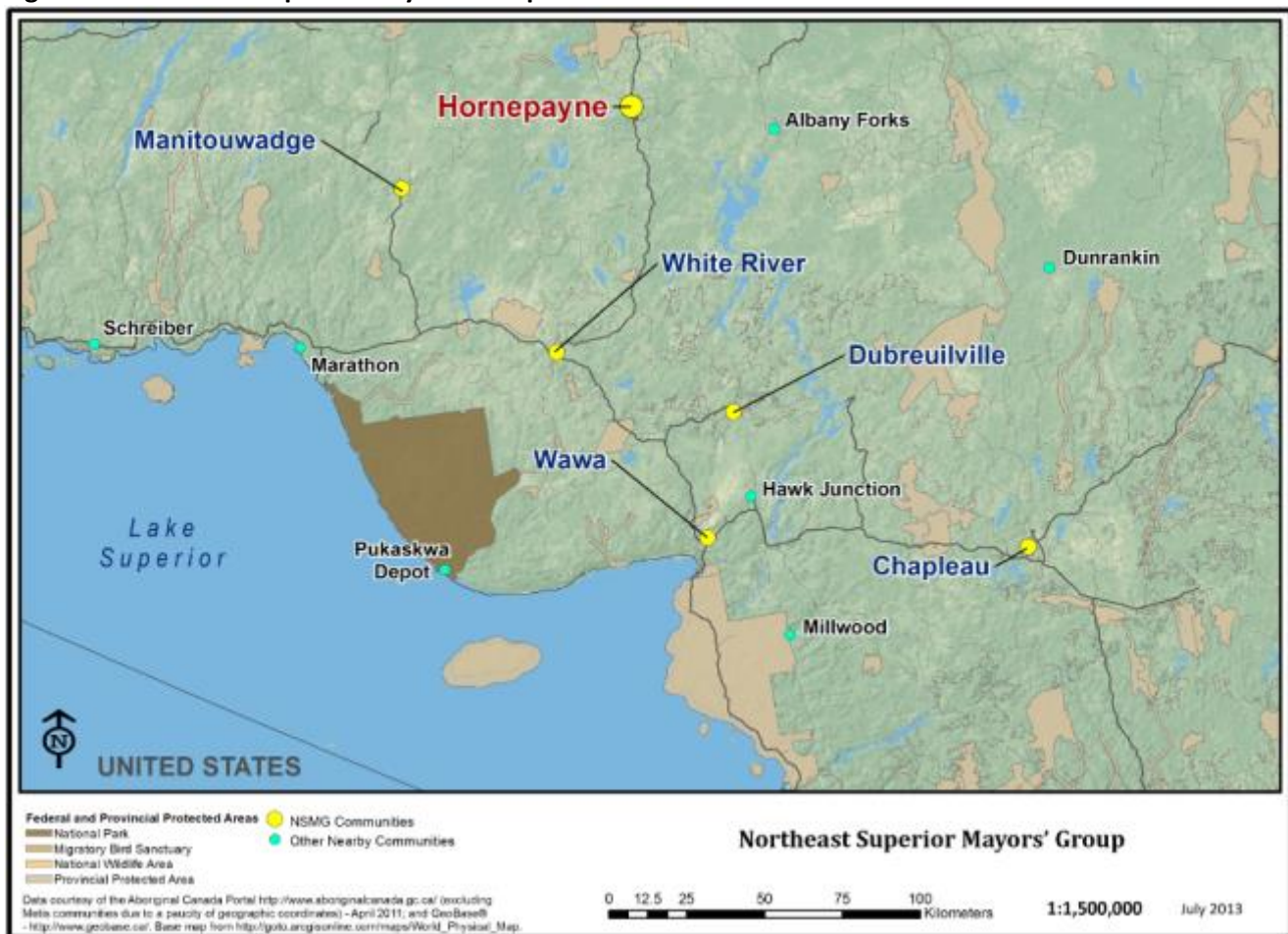
3.1.1.2 Northeast Superiors Mayor's Group

Communities that make up the NESMG (see Figure 41) are²⁵⁵:

- Township of Hornepayne;
- Municipality of Wawa;
- Township of Chapleau;
- Township of Dubreuilville;
- Township of Manitouwadge; and,
- Township of White River.

The NESMG has worked together in partnership since 2000 to collectively address issues and initiatives common to the Superior East region.

Figure 41: Northeast Superior Mayors' Group Communities



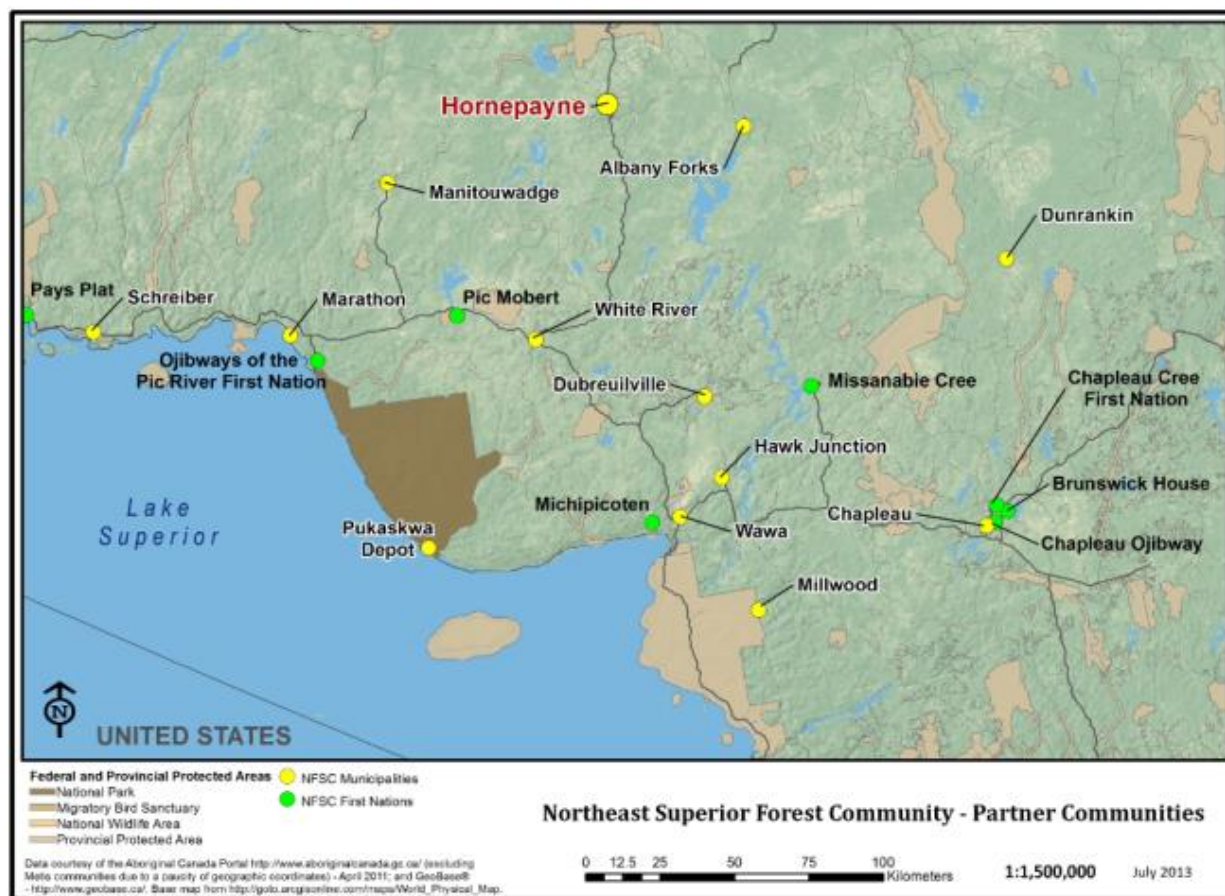
Source: DPRA Canada. 2013. *Northeast Superior Mayors Group*.

²⁵⁵ Economic Development Corporation of Wawa. 2010. *Regional Communities*. Website: http://www.edcwawa.ca/index.php?option=com_content&view=article&id=115&Itemid=174. Accessed: October 2013.

3.1.1.3 Northeast Superior Forest Community

The Northeast Superior Forest Community (NSFC) was a regional partnership of Aboriginal and non-Aboriginal communities with shared interests in forestry and sustainable economic development opportunities²⁵⁶. Projects focused on non-timber forest products, biomass/alternative energy, species at risk protection, forest-based youth education, cooperative development, ecotourism and traditional mapping. The NSFC included the six Aboriginal communities participating in the Northeast Superior Regional Chiefs Forum and the six non-Aboriginal communities that make up the NESMG²⁵⁷: Brunswick House First Nation, Chapleau Cree First Nation, Hornepayne First Nation, Michipicoten First Nation, Missanabie Cree First Nation, Municipality of Wawa, Pic Mobert First Nation, Township of Chapleau, Township of Dubreuilville, Township of Hornepayne, Township of Manitouwadge, and Township of White River^{258, 259} (Figure 42). The NSFC also included the communities of Albany Forks, Hawk Junction and Millwood. The NSFC (as of 2014) is in the process of wrapping up the group, its assets and activities²⁶⁰.

Figure 42: Northeast Superior Forest Community



Source: DPRA Canada. 2013. *Northeast Superior Forest Community – Partners Communities*.

²⁵⁶ Northeast Superior Forest Community. n.d. *About NSFC*. Website: <http://www.nsfcc.ca/nsfc/about-nsfc>. Accessed: July 2014.

²⁵⁷ *Ibid.*

²⁵⁸ Northeast Superior Forest Community. n.d. *Our Communities and Our Region*. Website: <http://www.nsfcc.ca/nsfc/about-nsfc/our-communities-and-our-region>. Accessed: July 2014.

²⁵⁹ Northeast Superior Forest Community. n.d. *Northeast Superior Regional Chiefs' Forum*. Prepared for the Northeast Superior Chiefs' Forum and Superior East Community Futures Development Corporation.

²⁶⁰ *This information was obtained from Manitouwadge community discussions February 2014.*

3.1.1.5 Other Municipal Forums

The Township is also involved with the Northwestern Ontario Municipal Association (NOMA), the Federation of Northern Ontario Municipalities (FONOM) and, the Rural Ontario Municipalities Association (ROMA)²⁶¹. Collectively, these organizations provide leadership in advocating regional interest on behalf of their membership.²⁶² Strategic planning activities seek to stabilize the communities and position them for the prospect of growth. In addition, as a member of FONOM²⁶³, Hornepayne receives economic support under the organization's mandate of improving the economic and social quality of life for all northern residents²⁶⁴.

3.1.2 LAND SIZE AND USES

The communities represented by the Northeast Superior Mayors' Group encompass a total area of approximately 1,340 km²²⁶⁵. However, the total area increases to approximately 1,519 square kilometres when Aboriginal communities contained in the NSFC area are included^{266,267,268}. The NESMG communities sit within the much larger Algoma District, which encompasses a total area of approximately 48,810 km².²⁶⁹

²⁶¹ Rural Ontario Municipal Association. 2013. *What is the Rural Ontario Municipal Association*. Website: <http://www.roma.on.ca/About-Us/What-is-ROMA.aspx>. Accessed: December 2014.

²⁶² Northwestern Ontario Municipal Association. 2014. *NOMA Mission, Vision, Core Values & Guiding Principles*. Website: <http://www.noma.on.ca/article/mission-vision-core-values-and-guiding-principles-155.asp>. Accessed: May 2014.

²⁶³ FONOM provides advocacy and advisory services to its member communities, which includes more than 110 cities, towns and municipalities throughout Northeastern Ontario. Federation of Northern Ontario Municipalities. 2010. *Mandate*. Website: <http://www.fonom.org/>. Accessed: July 2014.

²⁶⁴ *Ibid.*

²⁶⁵ The total land mass of the Northeast Superior Mayors' Group was calculated by adding the total land mass identified by Statistics Canada for the communities of Chapleau, Dubreuilville, Hornepayne, Manitouwadge and White River. Wawa's land area of 583 square kilometres, a figure provided by Wawa community discussions 2012.

²⁶⁶ The total land area of the Northeast Superior Forest Community Region of 1,510 square kilometres is an approximation based on available data sources. The calculated total does not include lands occupied by the Hornepayne First Nation and Chapleau Cree First Nation who are currently in the land claims agreement negotiation process with the Province of Ontario. Statistics Canada. 2012. *Chapleau, Township; Dubreuilville, Township; Hornepayne, Township; Manitouwadge, Township; Wawa, Municipality; and White River, Township Community Profiles*.

²⁶⁷ The Northeast Superior Forest Community regional land total was calculated using available Statistic Canada Census data for the communities of Chapleau, Dubreuilville, Hornepayne, Manitouwadge, White River and Wawa. Aboriginal Affairs and Northern Development Canada First Nation profiles for Brunswick House First Nation, Chapleau Ojibway First Nation, Michipicoten First Nation and Pic Mobert First Nation were also referenced. The Missanabie Cree First Nation website was referenced for the total land size belonging to the Missanabie Cree First Nation, established through the partial settlement of a land claim agreement with the Province of Ontario.

²⁶⁸ The Northeast Superior Forest Community Region includes lands granted to Missanabie Cree First Nation through the partial settlement of a land claim agreement with the Province of Ontario. Missanabie Cree First Nation. 2011. *About*. Website: http://missanabiecree.com/?page_id=51. Accessed: October 2013.

²⁶⁹ Statistics Canada. 2012. *Algoma, District Community Profile*. Website: <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CD&Code1=3557&Geo2=PR&Code2=35&Data=Count&SearchText=algoma&SearchType=Begin&SearchPR=01&B1=All&Custom=&TABID=1>. Accessed: July 2014.

3.1.3 EXPENDITURES – WHERE RESIDENTS OBTAIN GOODS AND SERVICES

Hornepayne residents visit a number of communities for a variety of purposes, including shopping and specialist health care services. In discussions with Hornepayne residents, the area in which they function for social and economic purposes (i.e., shopping, health care services, etc.) included communities as far as Timmins, Thunder Bay and Sault Ste. Marie from time to time. However, residents emphasized that the area's spatial boundary will fluctuate depending on the linkage being assessed. It was also emphasized that the strongest linkages are with Hearst, Sault Ste. Marie and Thunder Bay.²⁷⁰

3.2 MUNICIPALITIES

3.2.1 MUNICIPALITIES & LOCATIONS

As mentioned above, there are a number of municipalities in the area surrounding Hornepayne, as shown in Figures 40, 41 and 42 above. For the purposes of this profile, four nearby municipalities – Hearst, Manitouwadge, White River and Marathon – are briefly described.

Hearst

The Town of Hearst is located within Cochrane District, approximately 133 kilometres northeast of Hornepayne on Highway 11. Hearst is a regional service centre providing services for more than 7,500 residents in the surrounding area, including residents of Hornepayne²⁷¹. Area residents are provided with specialized health services and other facilities not available in smaller communities. Similar to surrounding area communities, Hearst's population has been in decline since 1996. In 2011, Hearst's population was 5,090 – a decrease of 9.4% from 5,620 in 2006.

Hearst is a relatively large community with a fairly diverse economy. Forestry is a key industry for the community, with three large forestry companies situated within the Town. The Inovo Centre, a business development centre for renewable energy, also provides key economic activities and has positioned the community to take advantage of opportunities such as biofuel and bio-composite products. Manufacturing, transportation, agriculture and construction are other key industries for the community²⁷².

Manitouwadge

The Township of Manitouwadge is located within Thunder Bay District, approximately 204 kilometres by provincial highway west of Hornepayne off of the TransCanada Highway 17 (however, an industrial road used primarily for forestry purposes provides a more direct linkage between the two communities). Manitouwadge's

²⁷⁰ Information obtained from Hornepayne community discussions July, 2013.

²⁷¹ Hearst Economic Development Corporation. n.d. *Hearst Community Profile*. Website: http://www.hearst.ca/doc_uploads/hearst/anglais/documents/business/Community%20profile.pdf. Accessed: July 2014.

²⁷² Ibid.

population, similar to Hornepayne, has been in decline since 1996, having decreased by nearly 40% during this period. In 2011, Manitouwadge's population was 2,105 – a decrease of 8.5% from 2,300 in 2006²⁷³.

Manitouwadge has been able to capitalize on historic and current mining and forestry activities occurring in the area. Mining companies employ a large number of Manitouwadge and surrounding area residents. However, recent job losses occurred due to the closure of the David Bell Mine at Hemlo in April / May 2014. The community also has a large outdoor recreation tourism presence given the community's relatively isolated location and natural surroundings.

White River

The Township of White River is located within the Algoma District, 102 kilometres southwest of Hornepayne, along the TransCanada Highway 17 at the junction of Highway 631. White River's current population (approximately 607 in 2011) is much lower than the peak of approximately 1,022 in 1996²⁷⁴. The community has many of the typical characteristics of a small resource-dependent town, built upon Canada's rich transportation history. It was founded in 1885 as a rail town, and further developed in 1961 when the Trans-Canada Highway was completed. The main employer has been its lumber mill, recently re-opened under a partnership of White River, Pic Mobert First Nation, and two private investors. White River is also close to several mining operations in the region, which employ some residents.

White River has been able to capitalize on the tourism industry as the hometown of Winnie-the-Pooh. The community is surrounded by lakes and rivers providing year-round outdoor recreation opportunities for residents and visitors²⁷⁵.

Marathon

The Town of Marathon is located within the Thunder Bay District, 196 kilometres southwest of Hornepayne along the north shore of Lake Superior on the TransCanada Highway 17. Established as a railway town in 1883,²⁷⁶ it is accessible by highway, rail and a municipal airport. The community is surrounded by boreal forest and mineral rich deposits.²⁷⁷ The population in 2011 was 3,353, 13.2% less than the 2006 population of 3,863. Marathon is a regional commercial centre, the largest community between Thunder Bay and Sault Ste. Marie.

Historically, the primary industrial sectors of Marathon's economy were mining and forestry. More recently, Marathon suffered job losses as a result of the bankruptcy of Marathon Pulp Inc. and the closure of the mill. In

²⁷³ DPRA Canada. December 2014. *Community Profile – Township of Manitouwadge, Ontario*. Website: http://www.nwmo.ca/uploads_managed/MediaFiles/2487_apm-rep-06144-0079-2014-12-18_cwba_manitouwadge_p.pdf. Accessed: February 2015.

²⁷⁴ DPRA Canada. December 2014. *Community Profile – Township of White River, Ontario*. Website: http://www.nwmo.ca/uploads_managed/MediaFiles/2502_apm-rep-06144-0088-2014-12-20_cwba_white_river_fin.pdf. Accessed: February 2015.

²⁷⁵ *Ibid.*

²⁷⁶ Marathon and District Community Adjustment Committee. August 2012. *Educational Needs Assessment*. Prepared for the Town of Marathon, Employment Ontario and Pic River First Nation.

²⁷⁷ Marathon. n.d. Website: <http://www.marathon.ca/article/welcome-to-marathon-ontario-1.asp>. Accessed: December 2014.

the 1980s, gold was discovered in Hemlo (approximately 40 kilometres east of Marathon). Many employees working at the Hemlo mines reside in Marathon²⁷⁸.

3.2.2 HISTORICAL CONTEXT

Algoma District is one of forty-nine Census Divisions recognized by Statistics Canada²⁷⁹. Algoma District was established in 1858, although the District's spatial boundaries have changed over time²⁸⁰. Since then, a number of communities have been added and removed from Algoma District as new Census Divisions were created²⁸¹. Traditionally, Superior East (Wawa, Hornepayne, White River, and Dubreuilville) has been classified as a resource-based region within Algoma, with each community relying on one or two businesses that employ the majority of the residents. Mining and forestry have served as the primary industries in this area since its inception, although the recent decline in resource-based industries has negatively impacted the region as a whole. Rail transportation has also played an important role in the establishment of many communities in the area.

3.3 ABORIGINAL COMMUNITIES AND ORGANIZATIONS

The information in this section reflects readily available information from publicly available sources and does not reflect conversations or dialogue with Aboriginal communities or organizations unless otherwise noted.

The Aboriginal communities included here are those nearby to Hornepayne.

- First Nations: The following First Nations are all part of the Treaty 9 area (see Figure 43 below):
 - Brunswick House First Nation;
 - Chapleau Cree First Nation;
 - Chapleau Ojibway First Nation;
 - Constance Lake First Nation; and,
 - Missanabie Cree First Nation.

The Hornepayne First Nation incorporated group, located in the Township of Hornepayne, is not a federally recognized Band pursuant to the Indian Act.

²⁷⁸ Stillwater Canada Incorporated. 2012. Marathon Platinum Group Metals – Copper Project Environmental Impact Statement – *Supporting Information Document No. 22-Baseline Economic and Social Conditions in the Vicinity of the Marathon PGM-Cu Project*. Prepared for the Canadian Environmental Assessment Agency and Ontario Ministry of the Environment.

²⁷⁹ Statistics Canada. 2012. *Hornepayne, Township Community Profile*. Website: <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3557096&Geo2=PR&Code2=35&Data=Count&SearchText=hornepayne&SearchType=Begin&SearchPR=01&B1=All&Custom=&TABID=1>. Accessed: July 2014.

²⁸⁰ Ontario, Canadian Census Finder. 2012. *Algoma District – Carleton County*. Website: <http://www.censusfinder.com/ontario-canada-census-records.htm>. Accessed: October 2013.

²⁸¹ Algoma District GenWeb. 2009. *Algoma District*. Website: <http://www.rootsweb.ancestry.com/~onalgoma/algo3.html#dates>. Accessed: October 2013.

- First Nations: The following First Nations are all part of the Robinson Superior Treaty area (see Figure 43 below):
 - Begetekong Anishinabek (Ojibways of Pic River (Heron Bay)) First Nation;
 - Michipicoten First Nation; and,
 - Ojibways of Pic Mobert First Nation.
- Métis: The Métis Nation of Ontario Regions 2 & 3 including:
 - Thunder Bay Métis Council;
 - Greenstone Métis Council (Geraldton and Area);
 - Superior North Shore Métis Council;
 - Northern Lights Métis Council;
 - Timmins Métis Council;
 - Temiskaming Métis Council; and,
 - Chapleau Métis Council.

The text which follows provides a brief introduction to these communities and organizations.

3.3.1 FIRST NATIONS

3.3.1.1 Begetekong Anishnabek (Ojibways of the Pic River (Heron Bay)) First Nation

The Begetikong Anishinabek (Ojibways of Pic River) First Nation is on the north shore of Lake Superior at the mouth of the Pic River. The community is located on Pic River 50 Indian Reserve, approximately 220 kilometres east of Thunder Bay, off Highway 17.

According to AANDC, the total registered population of the Begetikong Anishinabek First Nation in November 2014 was 1,137, with 528 living on-reserve and 609 off-reserve.²⁸²

3.3.1.2 Brunswick House First Nation

Brunswick House First Nation is located east of the Township of Chapleau, off of Highway 101²⁸³. The most populous reserve is Duck Lake 76B Indian Reserve²⁸⁴.

²⁸² Aboriginal Affairs and Northern Development Canada. 2014. *Registered Population – Ojibways of the Pic River First Nation*. Website: http://pse5-esd5.ainc-inac.gc.ca/fnp/Main/Search/FNRegPopulation.aspx?BAND_NUMBER=192&lang=eng. Accessed: November 2014.

²⁸³ Brunswick House First Nation. 2009. *About*. Website: <http://brunswickhousefirstnation.com/about.asp>. Accessed: October 2013.

²⁸⁴ Aboriginal Affairs and Northern Development Canada. 2013. *Brunswick House First Nation Profile*. Website: http://pse5-esd5.ainc-inac.gc.ca/fnp/Main/Search/FNMain.aspx?BAND_NUMBER=228&lang=eng. Accessed: October 2013.

According to Aboriginal Affairs and Northern Development Canada (AANDC), the total registered population of Brunswick House First Nation in November 2014 was 768, with 195 living on-reserve and 566 off-reserve²⁸⁵.

3.3.1.3 Chapleau Cree First Nation

Chapleau Cree First Nation (CCFN) is located southwest of the Township of Chapleau, in close proximity to the Chapleau Crown Game Preserve²⁸⁶. The CCFN's original settlement, the Fox Lake Indian Reserve, was located on the shores of the Chapleau and Nebskwashi Rivers, approximately 1 mile east of the Township of Chapleau²⁸⁷. CCFN community members currently reside in the Township, as well as on the Chapleau 75 Indian Reserve, created in 1989²⁸⁸.

As of January 2015, the registered population of the Chapleau Cree First Nation was unavailable from AANDC.²⁸⁹ In 2011, there were 79 CCFN members living on the Reserve²⁹⁰. Statistics Canada's 2006 Aboriginal population profile reported an on-reserve population of 92.²⁹¹ In 1999, Chapleau Cree First Nation was a community of approximately 337 members with 73 members living on reserve²⁹².

3.3.1.4 Chapleau Ojibway First Nation

The Chapleau Ojibway First Nation (also known as Chapleau Ojibwe First Nation) is located southwest of the Township of Chapleau, off of Highway 129²⁹³.

The most populous reserve is Chapleau 74A²⁹⁴, the only Ojibway-language reserve in the Chapleau area²⁹⁵. In November 2014, AANDC indicated a total registered population of 41, of which 31 reside on-reserve and 9 reside off-reserve²⁹⁶.

²⁸⁵ Aboriginal Affairs and Northern Development Canada. 2014. *Registered Population – Brunswick House*. Website: http://pse5-esd5.ainc-inac.gc.ca/fnp/Main/Search/FNRegPopulation.aspx?BAND_NUMBER=228&lang=eng. Accessed: December 2014.

²⁸⁶ Chapleau Cree First Nation. 2009. *Our Region*. Website: http://chapleaucree.ca/index.php?option=com_content&view=article&id=101&Itemid=67. Accessed: October 2013.

²⁸⁷ Wakenagun Community Futures Development Corporation. 1999. *Chapleau Cree Community Profile*. Website: <http://www.wakenagun.ca/PDF/Chapleau%20Profile.pdf>. Accessed: October 2013.

²⁸⁸ Chapleau Cree First Nation. 2009. *Our Community*. Website: http://chapleaucree.ca/index.php?option=com_content&view=article&id=108&Itemid=66. Accessed: October 2013.

²⁸⁹ Aboriginal Affairs and Northern Development Canada. 2014. *First Nation Detail – Chapleau Cree First Nation*. Website: http://pse5-esd5.ainc-inac.gc.ca/fnp/Main/Search/FNMain.aspx?BAND_NUMBER=221&lang=eng. Accessed: January 2015.

²⁹⁰ Statistics Canada. 2012. *Chapleau 75, Indian Reserve Community Profile*. Website: <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3552058&Geo2=CD&Code2=3552&Data=Count&SearchText=chapl eau%2075&SearchType=Begin&SearchPR=01&B1=All&Custom=&TABID=1>. Accessed: October 2013.

²⁹¹ Statistics Canada. 2007. *Chapleau Cree First Nation, Ontario (Code630074)* (table). *Aboriginal Population Profile*. 2006 Census. Statistics Canada Catalogue no. 92-594-XWE. Ottawa. Released January 15, 2008. Website: <http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-594/details/page.cfm?Lang=E&Geo1=BAND&Code1=35630074&Geo2=PR&Code2=35&Data=Count&SearchText=chapleau &SearchType=Begin&SearchPR=01&B1=All&Custom=>. Accessed: December 2014.

²⁹² Wakenagun Community Futures Development Corporation. 1999. *Chapleau Cree Community Profile*. Website: <http://www.wakenagun.ca/PDF/Chapleau%20Profile.pdf>. Accessed: October 2013.

²⁹³ Township of Chapleau. 2012. *First Nations – Chapleau Ojibwe First Nation*. Website: <http://www.chapleau.ca/en/live/firstnations.asp>. Accessed: October 2013.

3.3.1.5 Constance Lake First Nation

Constance Lake First Nation is an Ojibway and Cree community located on Constance Lake²⁹⁷. The most populous reserve is Constance Lake 92²⁹⁸.

In November 2014, AANDC indicated a total registered population of 1,672: 833 on-reserve and 812 off-reserve²⁹⁹.

3.3.1.6 Michipicoten First Nation

The Michipicoten First Nation is an Ojibway community located near the Municipality of Wawa. The most populous reserve is Gros Cap (IR49)³⁰⁰.

In November 2014, AANDC indicated a total registered population as 1,094 - 62 on-reserve and 1,032 off-reserve³⁰¹.

3.3.1.7 Missanabie Cree First Nation

The Missanabie Cree First Nation was recognized as a band by the federal government in 1951, but was not allotted reserve lands. In 2011, the Missanabie Cree First Nation and the Government of Ontario signed an agreement 15 square miles (39 km²) of land in the vicinity of Missanabie on Dog Lake as an initial allotment of a total 70 square miles (180 km²) of set-aside lands at Dog and Wabatongushi Lakes. The initial land transfer was completed in August 2014.

The membership of the Missanabie Cree First Nation is scattered across Canada, with many members located in northern Ontario communities³⁰². As of November 2014, the registered population of the Missanabie Cree First Nation was unavailable from AANDC.

²⁹⁴ Wabun Tribal Council. 2013. *Chapleau Ojibwe First Nation*. Website: <http://www.wabun.on.ca/first-nation-profiles/chapleau-ojibwe-first-nation>. Accessed: October 2013.

²⁹⁵ *Ibid.*

²⁹⁶ Aboriginal Affairs and Northern Development Canada. 2014. *Registered Population – Chapleau Ojibway First Nation*. Website: http://pse5-esd5.ainc-inac.gc.ca/fnp/Main/Search/FNRegPopulation.aspx?BAND_NUMBER=229&lang=eng. Accessed: December 2014.

²⁹⁷ Constance Lake First Nation. n.d. *Constance Lake First Nation*. Website: <http://www.clfn.on.ca/>. Accessed: October 2013.

²⁹⁸ Aboriginal Affairs and Northern Development Canada. 2008. *Reserves – Constance Lake First Nation*. Website: http://pse5-esd5.ainc-inac.gc.ca/fnp/Main/Search/FNReserves.aspx?BAND_NUMBER=182&lang=eng. Accessed: October 2013.

²⁹⁹ Aboriginal Affairs and Northern Development Canada. 2014. *Registered Population – Constance Lake First Nation*. Website: http://pse5-esd5.ainc-inac.gc.ca/fnp/Main/Search/FNRegPopulation.aspx?BAND_NUMBER=182&lang=eng. Accessed: November 2014.

³⁰⁰ Michipicoten First Nation. 2013. *Who We Are*. Website: <http://www.michipicoten.com/who-we-are/>. Accessed: October 2013.

³⁰¹ Aboriginal Affairs and Northern Development Canada. 2014. *Registered Population – Michipicoten*. Website: http://pse5-esd5.ainc-inac.gc.ca/fnp/Main/Search/FNRegPopulation.aspx?BAND_NUMBER=225&lang=eng. Accessed: December 2014.

3.3.1.8 Ojibways of Pic Mobert

Pic Mobert First Nation is an Ojibway community located on two reserves northwest of White River³⁰³. The largest is Pic Mobert North³⁰⁴.

In November 2014, AANDC indicated a total registered population of 953, of which 341 reside on-reserve and 609 reside off-reserve.³⁰⁵

3.3.2 MÉTIS ORGANIZATIONS

Métis citizens are represented at the local level through the Métis Nation of Ontario (MNO) Charter Community Councils. The local Councils are a communication hub for MNO and play a role in fostering community empowerment and development for Métis citizens living within the geographic region of that Council. Community Councils operate in accordance with MNO Charter Agreements, which give Councils the mandate to govern, while ensuring accountability, transparency, and consistency.

Protocol Agreements are set up between the MNO and each of its regions. The MNO Lands, Resources and Consultation Committee is the initial contact in each Region and is the group with which discussion and involvement begins. Through this Committee involvement of local Councils occurs.

Hornepayne is within Regions 2 and 3 of the MNO classification.

There are three Métis Councils within Region 2 that are near Hornepayne:

- Greenstone Métis Council (Geraldton and Area)³⁰⁶;
- Superior North Shore Métis Council³⁰⁷; and,
- Thunder Bay Métis Council.³⁰⁸

There are four Métis Councils within Region 3 that are near Hornepayne:

³⁰² Missanabie Cree First Nation. 2011. *About*. Website: http://missanabiecree.com/?page_id=51. Accessed: October 2013.

³⁰³ Pic Mobert First Nation. 2010. *Heritage*. Website: <http://www.picmobert.ca/index.php?pid=9>. Accessed: January 2014.

³⁰⁴ Aboriginal Affairs and Northern Development Canada. 2013. *Pic Mobert First Nation Profile*. Website: http://pse5-esd5.ainc-inac.gc.ca/FNP/Main/Search/FNMain.aspx?BAND_NUMBER=195&lang=eng. Accessed: January 2014.

³⁰⁵ Aboriginal Affairs and Northern Development Canada. 2014. *Registered Population – Pic Mobert First Nation*. Website: http://pse5-esd5.ainc-inac.gc.ca/fnp/Main/Search/FNRegPopulation.aspx?BAND_NUMBER=195&lang=eng. Accessed: November 2014.

³⁰⁶ Métis Nation of Ontario. 2012. *Community Councils Map: Geraldton and Area Métis Council*. Website: <http://www.metisnation.org/community-councils/council-map>. Accessed: October 2013.

³⁰⁷ Métis Nation of Ontario. 2012. *Community Councils Map: North Shore Métis Council*. Website: <http://www.metisnation.org/community-councils/council-map>. Accessed: October 2013.

³⁰⁸ Métis Nation of Ontario. 2012. *Community Councils Map: Thunder Bay Métis Council*. Website: <http://www.metisnation.org/community-councils/council-map>. Accessed: October 2013.

- Chapleau Métis Council;
- Northern Lights Métis Council;
- Métis Nation of Ontario – Timmins; and,
- Temiskaming Métis Council.

3.3.3 ABORIGINAL ORGANIZATION

3.3.3.1 Hornepayne First Nation

The Hornepayne First Nation incorporated group, located in the Township of Hornepayne, is not a federally recognized Band pursuant to the Indian Act. The Hornepayne First Nation group is a member of the Northeast Superior Regional Chiefs' Forum and Elder Council and the Nishnawbe-Aski Nation³⁰⁹.

3.3.4 TREATY AREAS

The following section outlines the Treaty 9 and the Robinson Superior Treaty areas. Figure 43 illustrates the location of each treaty area within Ontario.

3.3.4.1 Treaty 9 Area

Treaty 9 - also known as the St. James Treaty - was an agreement established between the Government of Canada and various First Nations in northern Ontario in July 1905³¹⁰. The nations who signed in 1905-06 included those people occupying the area south of the Albany River. Together with the area acquired by adhesions in 1929-1930, Treaty 9 covers almost two-thirds of the area that became northern Ontario³¹¹. The Treaty was signed by three Commissioners representing the Crown and fourteen Aboriginal leaders assembled at the then Hudson's Bay Company posts.³¹² At the time of its creation, Treaty 9 included lands defined by James Bay and Albany River and encompassed lands at the edge of northern Ontario.³¹³

³⁰⁹ Knet First Nation Communities. n.d. *First Nation Communities in Ontario*. Website: <http://firstnation.ca/communities>. Accessed: December 2014.

³¹⁰ Aboriginal Affairs and Northern Development Canada. 2013. *The James Bay Treaty - Treaty No. 9 (Made In 1905 And 1906) and Adhesions Made In 1929 and 1930*. Website: <http://www.aadnc-aandc.gc.ca/eng/1100100028863/1100100028864#chp3>. Accessed: July 2014.

³¹¹ Aboriginal Affairs and Northern Development Canada. 2013. *Treaty Guide to Treaty No. 9 (1905-1906)*. Website: <http://www.aadnc-aandc.gc.ca/eng/1100100028855/1100100028857>. Accessed: July 2014.

³¹² Government of Ontario. 2012. *The Treaty No. 9 Expedition of 1906*. Website: <http://www.archives.gov.on.ca/english/on-line-exhibits/james-bay-treaty/treaty-expedition-1905.aspx>. Accessed: December 2013.

³¹³ *Ibid.*

3.3.4.2 Robinson Superior Treaty Area

The Robinson Superior Treaty – also known as Treaty No. 60 – was signed in September 1850 in Sault Ste. Marie between the Crown and Ojibway Indians who occupied Northern Lake Superior from Pigeon River to Batchawana Bay³¹⁴.

³¹⁴ Aboriginal Affairs and Northern Development Canada. 2013. *Copy of the Robinson Treaty Made in the Year 1850 with the Ojibway Indians of Lake Superior Conveying Certain Lands to the Crown*. Website: <http://www.aadnc-aandc.gc.ca/eng/1100100028978/1100100028982>. Accessed: January 2014.

Figure 43: Northern Ontario Treaty Areas



Source: Aboriginal Affairs and Northern Development Canada. 2013. *Historic Treaties in Ontario*. Website: http://www.aadnc-aandc.gc.ca/DAM/DAM-INTER-HQ-AI/STAGING/texte-text/mprm_treaties_th-ht_on_1371839599367_eng.pdf. Accessed: January 2014.

3.4 POPULATION DYNAMICS

This section of the profile outlines population dynamics for Hornepayne, Algoma District and Ontario. The key characteristics described in this section are:

- Population Trends Over Time; and,
- Age Profile.

3.4.1 POPULATION TRENDS OVER TIME

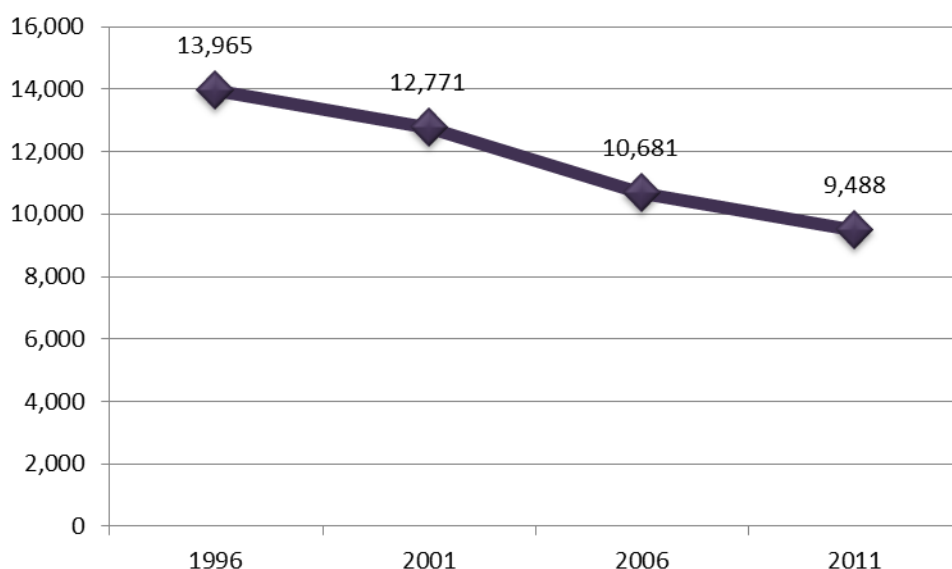
The area surrounding Hornepayne as a whole has experienced population decline since 1996. The largest period of decline in the six communities making up the Northeast Superior Mayors' Group³¹⁵ occurred between the 2001 and 2006 Census periods, when the population declined by 16.2% (Table 14). In Algoma District, the largest period of decline occurred between the 1996 and 2001 Census periods when the total population dropped by 5.5%. Population decline of a greater magnitude has occurred in the NESMG communities compared to Algoma District (Table 14, Figures 44 and 45).

Table 14: NESMG Communities and Algoma District Population Trends, 1996 – 2011

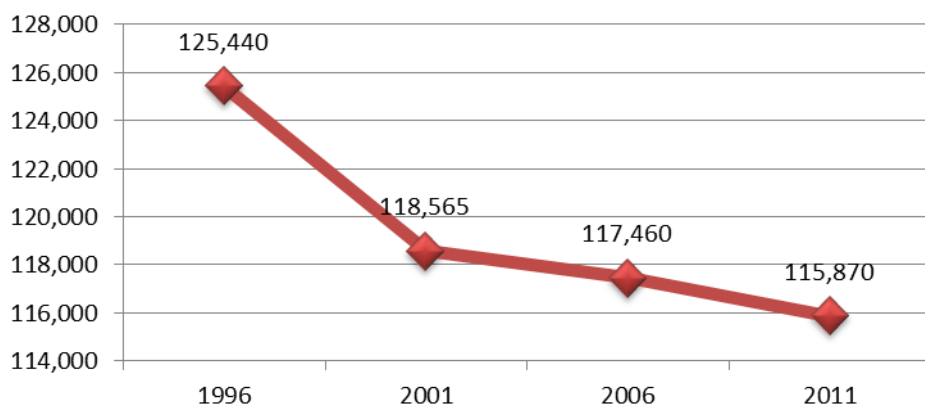
Time Period	NESMG Communities Population (Change from Previous Census)	Algoma District Population (Change from Previous Census)
1996	14,000 (-5.3%)	125,455 (-1.4%)
2001	12,780 (-8.7%)	118,567 (-5.5%)
2006	10,705 (-16.2%)	117,461 (-0.9%)
2011	9,488 (-11.4%)	115,870 (-1.4%)

Source: Statistics Canada. 1997, 2002, 2007. *Algoma, District; Chapleau, Township; Dubreuilville, Township; Manitouwadge, Township; Michipicoten, Township; and White River, Township Community Profiles*; Statistics Canada. 2012. *Algoma, District; Chapleau, Township; Dubreuilville, Township; Manitouwadge, Township; Wawa, Municipality; and White River, Township Community Profiles*.

³¹⁵ Chapleau, Dubreuilville, Hornepayne, Manitouwadge, Wawa and White River.

Figure 44: NESMG Communities Population Trends, 1996 – 2011

Source: Statistics Canada. 1997, 2002, 2007. *Chapleau, Township; Dubreuilville, Township; Manitouwadge, Township; Michipicoten, Township; and White River, Township Community Profiles*; Statistics Canada. 2012. *Chapleau, Township; Dubreuilville, Township; Manitouwadge, Township; Wawa, Municipality; and White River, Township Community Profiles*.

Figure 45: Algoma District Population Trends, 1996 – 2011

Source: Statistics Canada. 1997, 2002, 2007, 2012. *Algoma, District Community Profiles*.

Within the NESMG communities, the population significantly increases during the summer months due to an influx of seasonal residents and cottagers who “migrate to the area to enjoy the beauty of Northern Ontario”³¹⁶. However, Statistics Canada Census data does not capture seasonal residents in their population estimates.

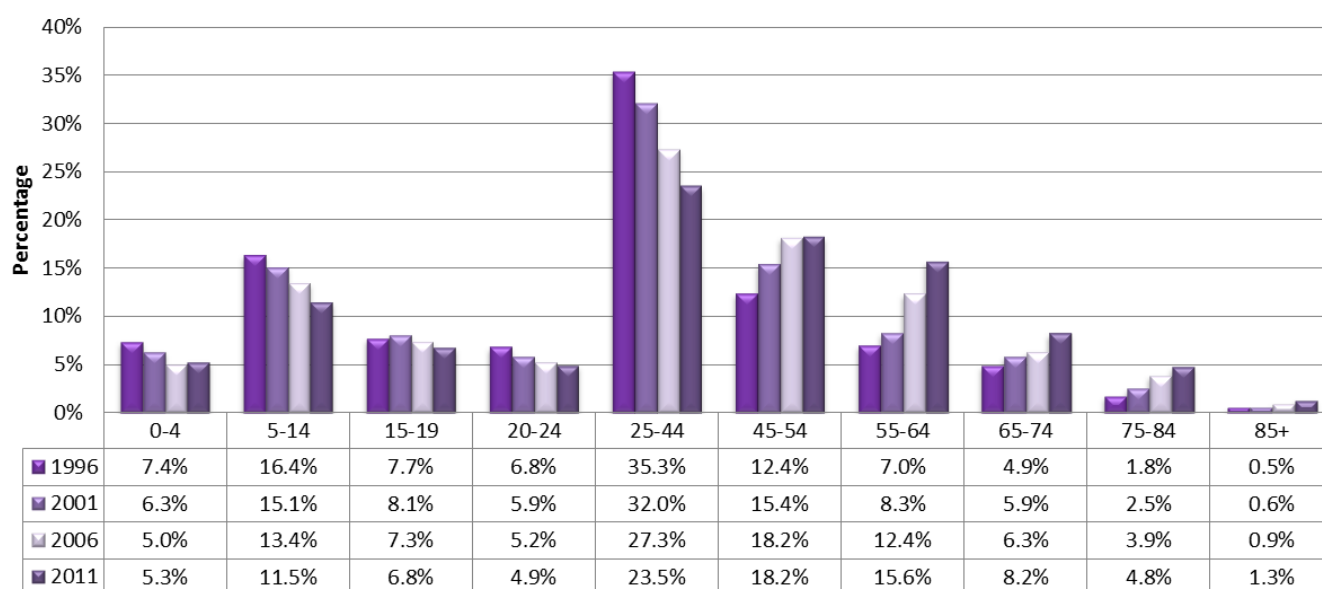
³¹⁶ Northeast Superior Forest Community. n.d. *The Northeast Superior Region, Ontario, Canada*. Website: <http://nsfc.ca/files/Library/communities/RegionalEN.pdf>. Accessed: July 2014.

Continued population decline has been attributed to the out-migration of younger, well-educated and mobile residents in search of employment or educational opportunities. According to the AWiC, Algoma District experienced a net out-migration of 1,325 people in the age category of 18 to 24 years³¹⁷ between 2001 and 2006. For the same age category, Algoma District experienced a further net out-migration of 1,150 people between 2006 and 2011. There was, however, a net in-migration of 348 residents in the 0-17 age category and 572 residents in the 45-64 age categories between 2006 and 2011³¹⁸.

3.4.2 AGE STRUCTURE

Figures 46 and 47 illustrate the population by age group for the period 1996 to 2011 for the NESMG communities and Algoma District. The aging trend in the population is apparent over the period. The proportion of NESMG communities and Algoma District residents aged 55 years and over increased between 1996 and 2011, while younger age categories generally declined. The population in the NESMG communities is somewhat younger than that of Algoma District as a whole.

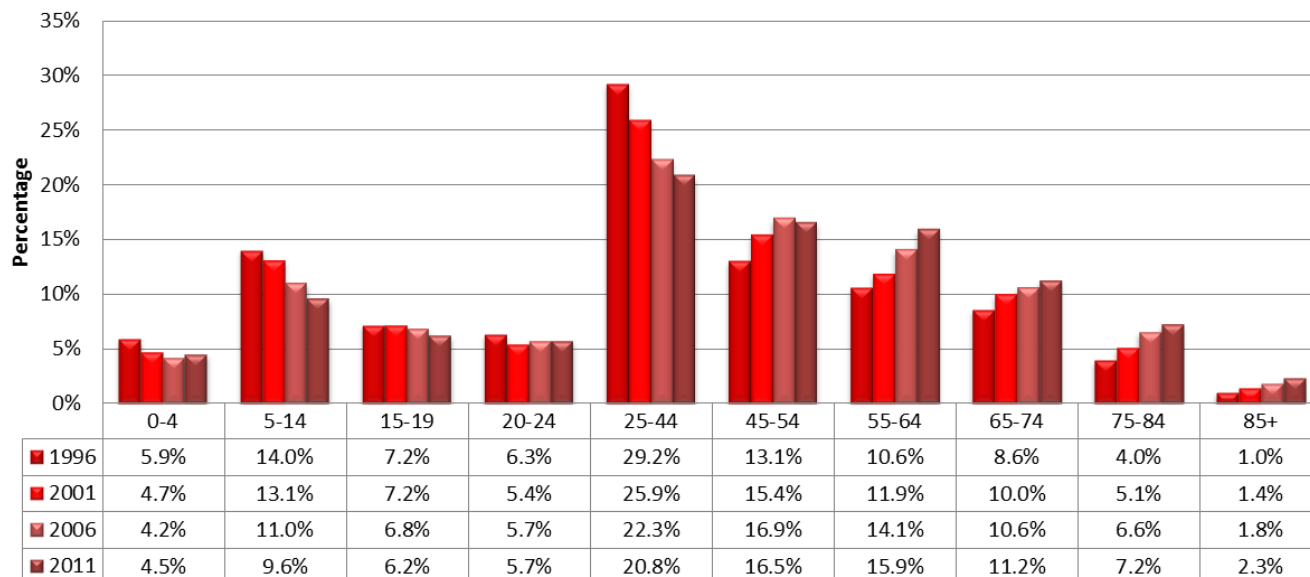
Figure 46: NESMG Communities Age Structure, 1996 – 2011



Source: Statistics Canada. 1997, 2002, 2007. *Chapleau, Township; Dubreuilville, Township; Manitouwadge, Township; Michipicoten, Township; and White River, Township Community Profiles*; Statistics Canada. 2012. *Chapleau, Township; Dubreuilville, Township; Manitouwadge, Township; Wawa, Municipality; and White River, Township Community Profiles*.

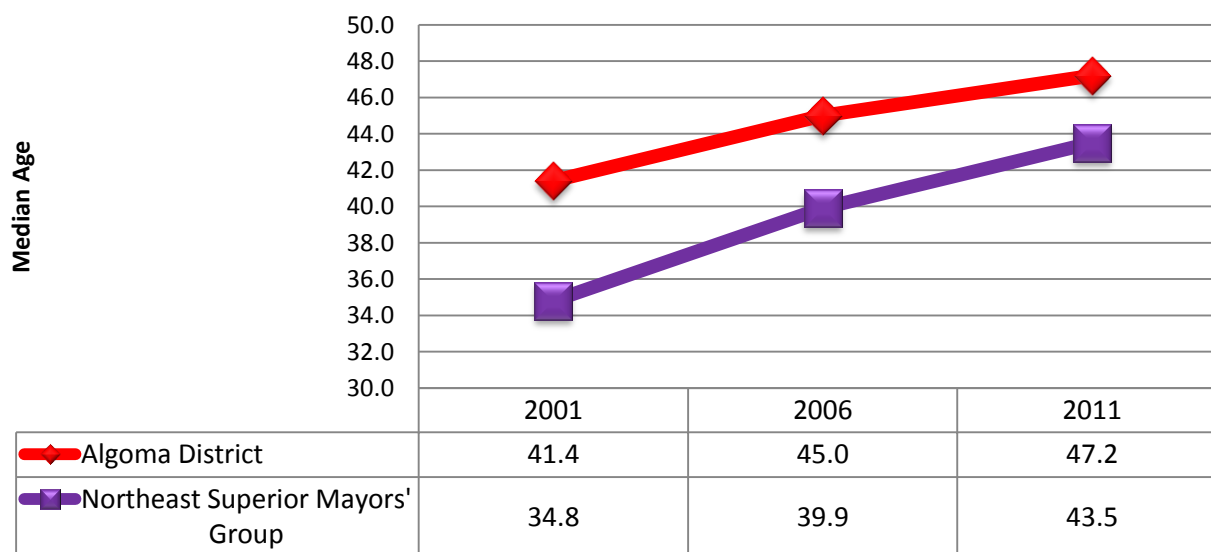
³¹⁷ Algoma Workforce Investment Committee. 2012. *2012 Local Labour Market Plan: Trends, Opportunities and Priorities*. Website: <http://www.awic.ca/en/reports/>. Accessed: October 2013.

³¹⁸ Algoma Workforce Investment Committee. 2013. *March 2013 Local Labour Market Planning Report*. Website: http://www.awic.ca/UploadedFiles/files/LLMP%20Report%202013_English.pdf. Accessed: July 2014.

Figure 47: Algoma District Age Structure, 1996 – 2011

Source: Statistics Canada. 1997, 2002, 2007, 2012. *Algoma, District Community Profiles*.

The median age also steadily increased over the same period (Figure 48). Between 2001 and 2011, the median age in the NESMG communities increased by 8.7 years to 43.5³¹⁹, compared to an increase of 5.8 years to 47.2 for Algoma District³²⁰. However, the population in the NESMG communities is somewhat younger than that of Algoma District as a whole.

Figure 48: NESMG Communities and Algoma District Median Age, 2001 – 2011

Source: Source: Statistics Canada. 1997, 2002, 2007. *Chapleau, Township; Dubreuilville, Township; Manitouwadge, Township; Michipicoten, Township; and White River, Township Community Profiles*; Statistics Canada. 2012. *Chapleau,*

³¹⁹ Median age for the Northeast Superior Mayors' Group was calculated by taking an average of the median age given for the communities of Chapleau, Dubreuilville, Hornepayne, Manitouwadge, Wawa and White River for the 2001, 2006 and 2011 Census periods.

³²⁰ Statistics Canada. 2002, 2007, 2012. *Algoma, District Community Profiles*.

Township; Dubreuilville, Township; Manitouwadge, Township; Wawa, Municipality; and White River, Township Community Profiles.

3.5 LABOUR FORCE

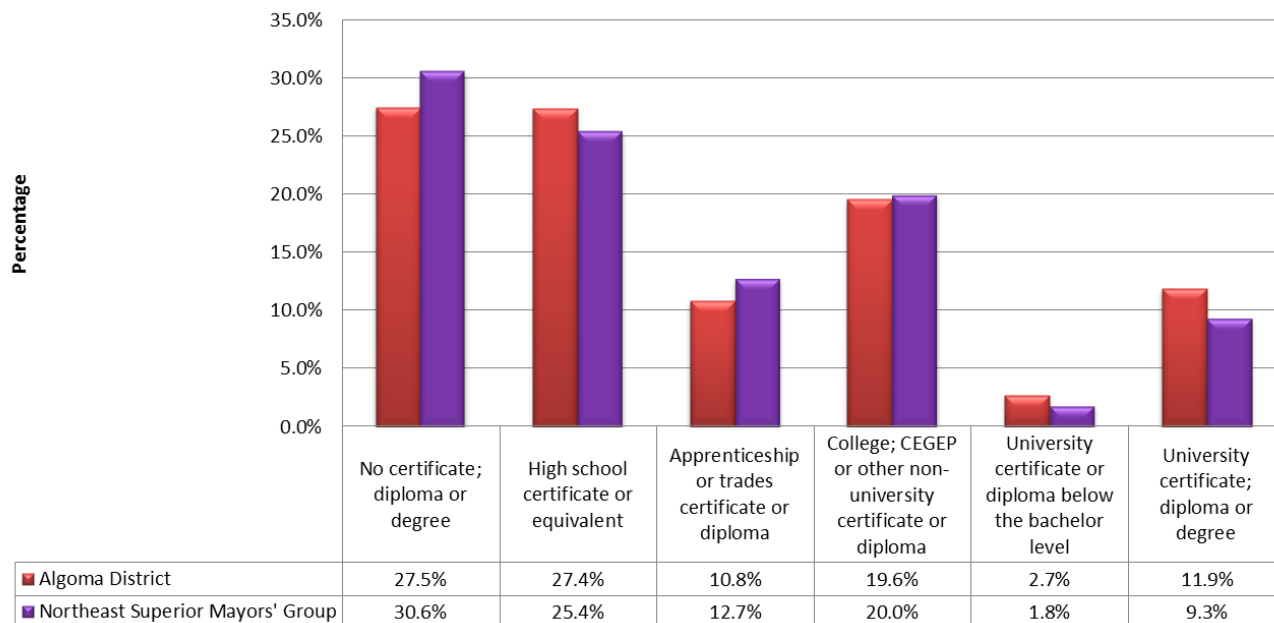
This section of the profile outlines labour force characteristics for Hornepayne, the NESMG communities, and Algoma District. The key characteristics are:

- Population by Education/Training Attainment; and,
- Employment by Activity and Sector.

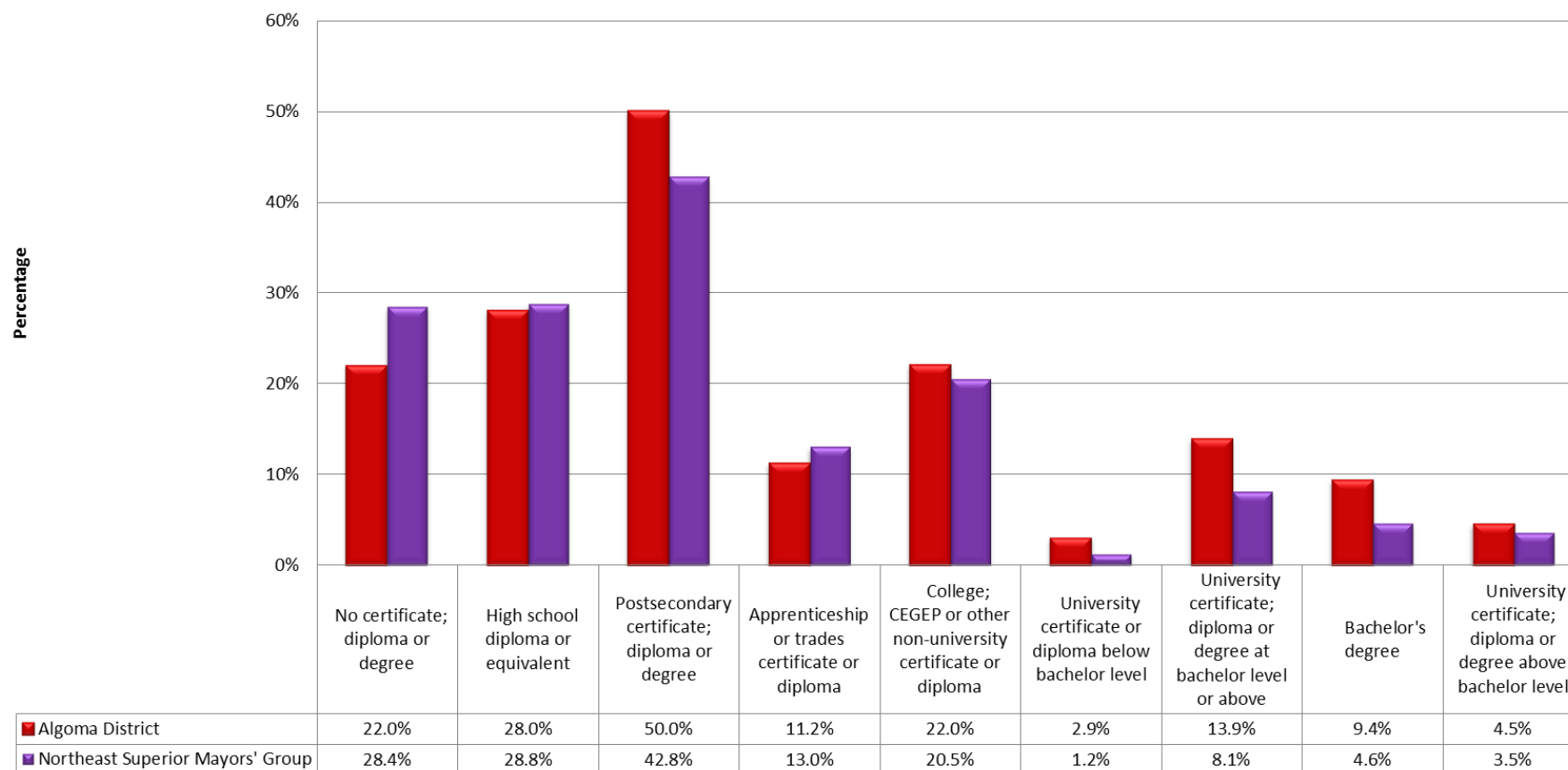
3.5.1 POPULATION BY EDUCATION/TRAINING ATTAINMENT

Figures 49 and 50 below indicate educational attainment levels in the NESMG communities and Algoma District for 2006 and 2011. In general, the level of educational attainment increased slightly during this time in the NESMG communities and Algoma District, and the level of attainment is somewhat higher for Algoma District than the NESMG communities (although the latter had slightly higher proportion of residents with an apprenticeship or trades certificate/diploma).

Figure 49: NESMG Communities and Algoma District Educational Attainment, 2006



Source: Statistics Canada. 1997, 2002, 2007. *Chapleau, Township; Dubreuilville, Township; Manitouwadge, Township; Michipicoten, Township; and White River, Township Community Profiles*; Statistics Canada. 2012. *Chapleau, Township; Dubreuilville, Township; Manitouwadge, Township; Wawa, Municipality; and White River, Township Community Profiles*.

Figure 50: Algoma District and NESMG Communities Educational Attainment, 2011

Source: Environics Analytics. 2014. *CensusPlus Enhanced Census + NHS*; Statistics Canada. 2013. *Algoma, District. National Household Survey (NHS) Profile*. 2011 National Household Survey.

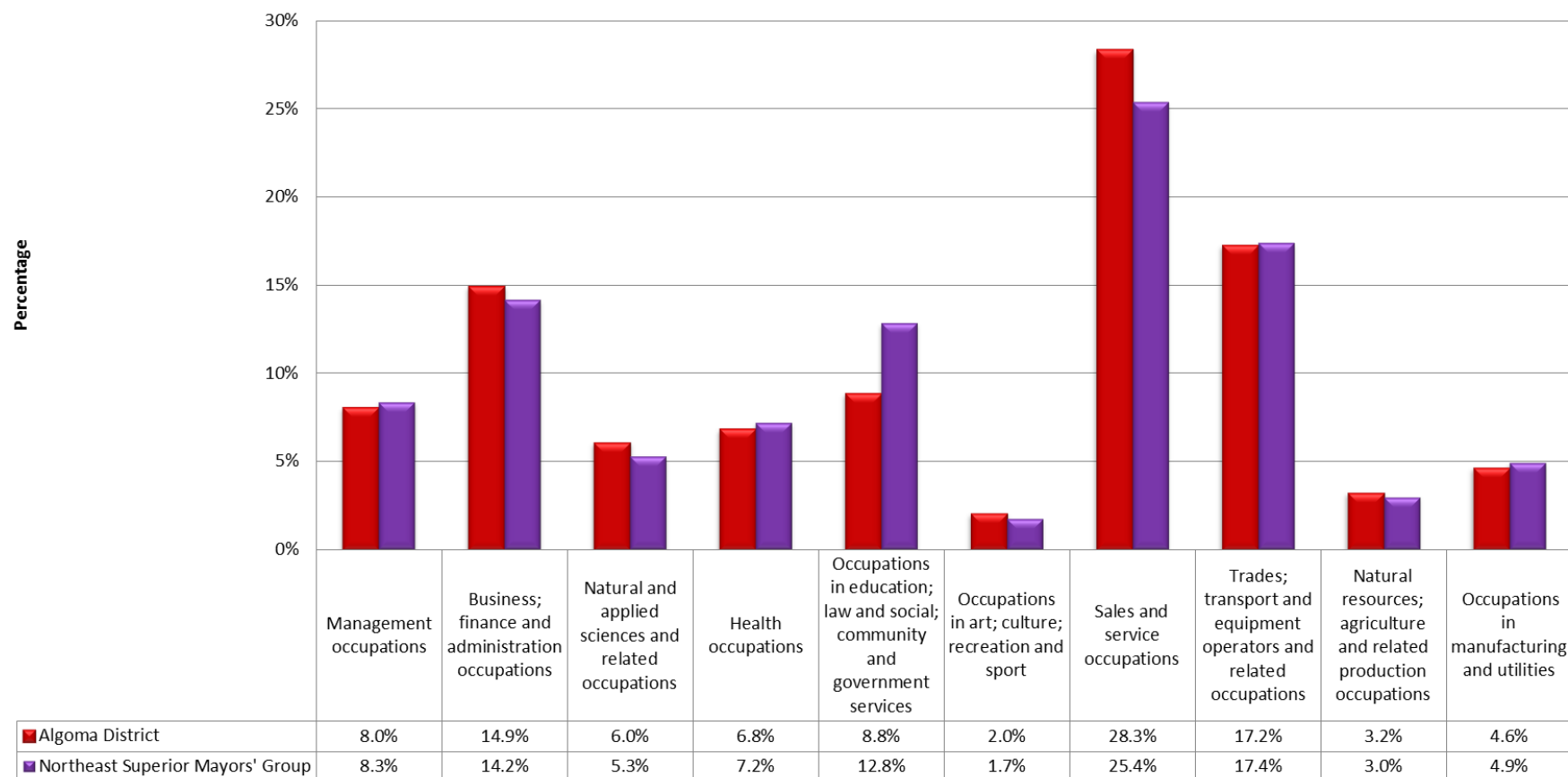
3.5.2 EMPLOYMENT BY ACTIVITY AND SECTOR

Occupation

Figures 51 and 52 below illustrate labour force by occupation trends in Algoma District and the NESMG communities for 2006 and 2011. Across the period, *sales and service, trades, transport and equipment operators and related occupations* as well as *business, finance and administration occupations* were the occupations with the greatest labour force activity.

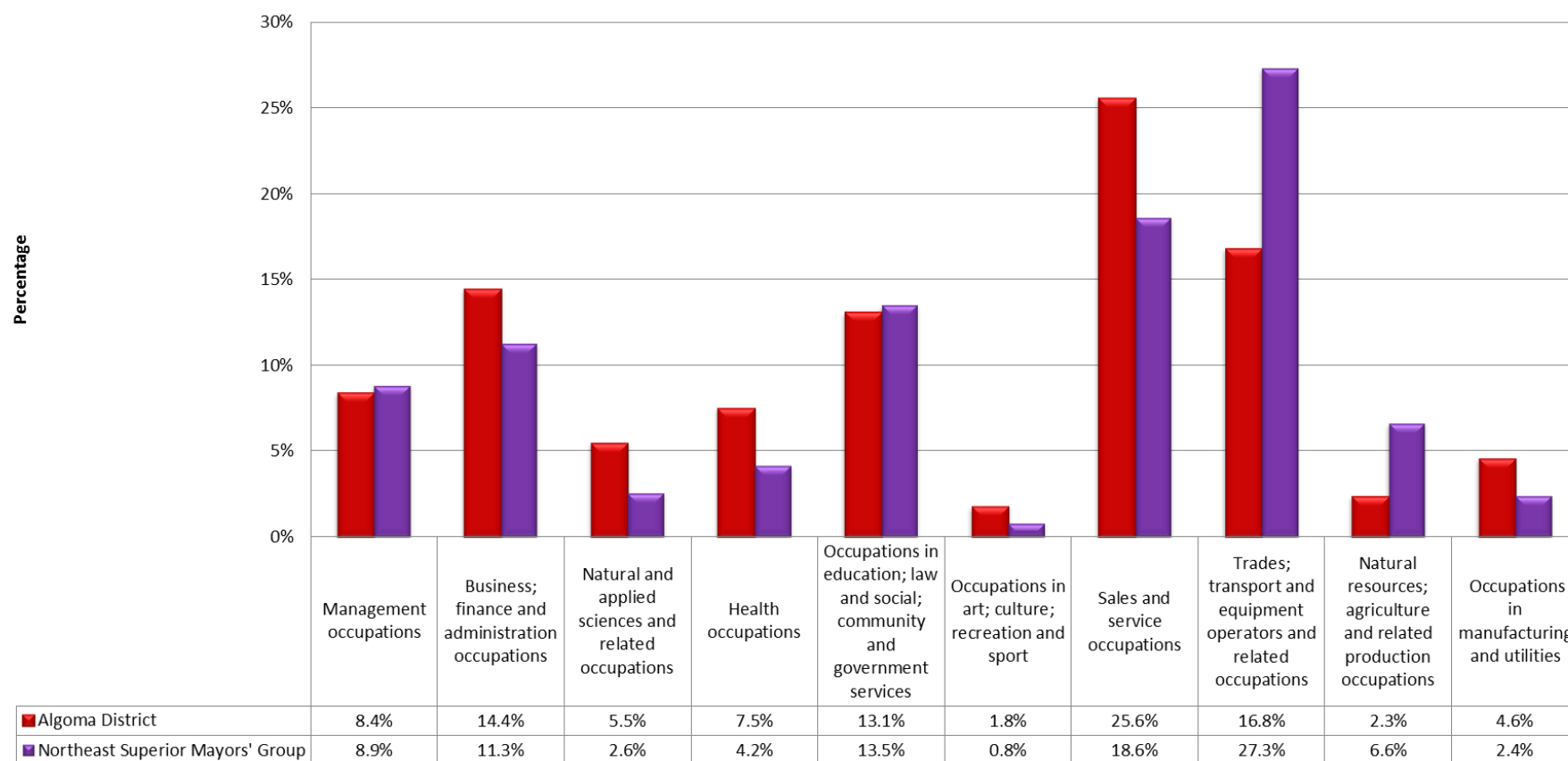
In 2006, the Algoma District and NESMG communities labour forces were both mostly employed in *sales and service* (28.3% and 25.4%, respectively), *trades, transport and equipment operators and related occupations* (17.2% and 17.4%), and *business, finance and administration occupations* (14.9% and 14.2%).

In 2011, most of the labour force in Algoma District and NESMG communities remained employed in *sales and service occupations* (25.6% and 18.6%, respectively), and *trades, transport and equipment operators and related occupations* (16.8% and 27.3%). This shows a large increase in the proportion of the population employed in the latter set of occupations in 2011. An additional 13.5% of NESMG communities residents were employed in *occupations in education; law and social; community and government services* in 2011.

Figure 51: Algoma District and NESMG Communities Labour Force by Occupation, 2006

Source: Statistics Canada. 2007. *Algoma, District; Chapleau, Township; Dubreuilville, Township; Hornepayne, Township; Manitouwadge, Township; Michipicoten, Township; and White River, Township Community Profiles.*

Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

Figure 52: Algoma District and NESMG Communities Labour Force by Occupation, 2011

Source: Environics Analytics. 2014. *CensusPlus Enhanced Census + NHS*; Statistics Canada. 2013. *Algoma, District. National Household Survey (NHS) Profile*. 2011 National Household Survey.

Note: Due to data limitations, percentages do not add to 100% due to 1) random rounding of the original data by Statistics Canada; and, 2) not all 2011 occupation categories are present in the CensusPlus Enhanced Census + NHS data set.

Industry

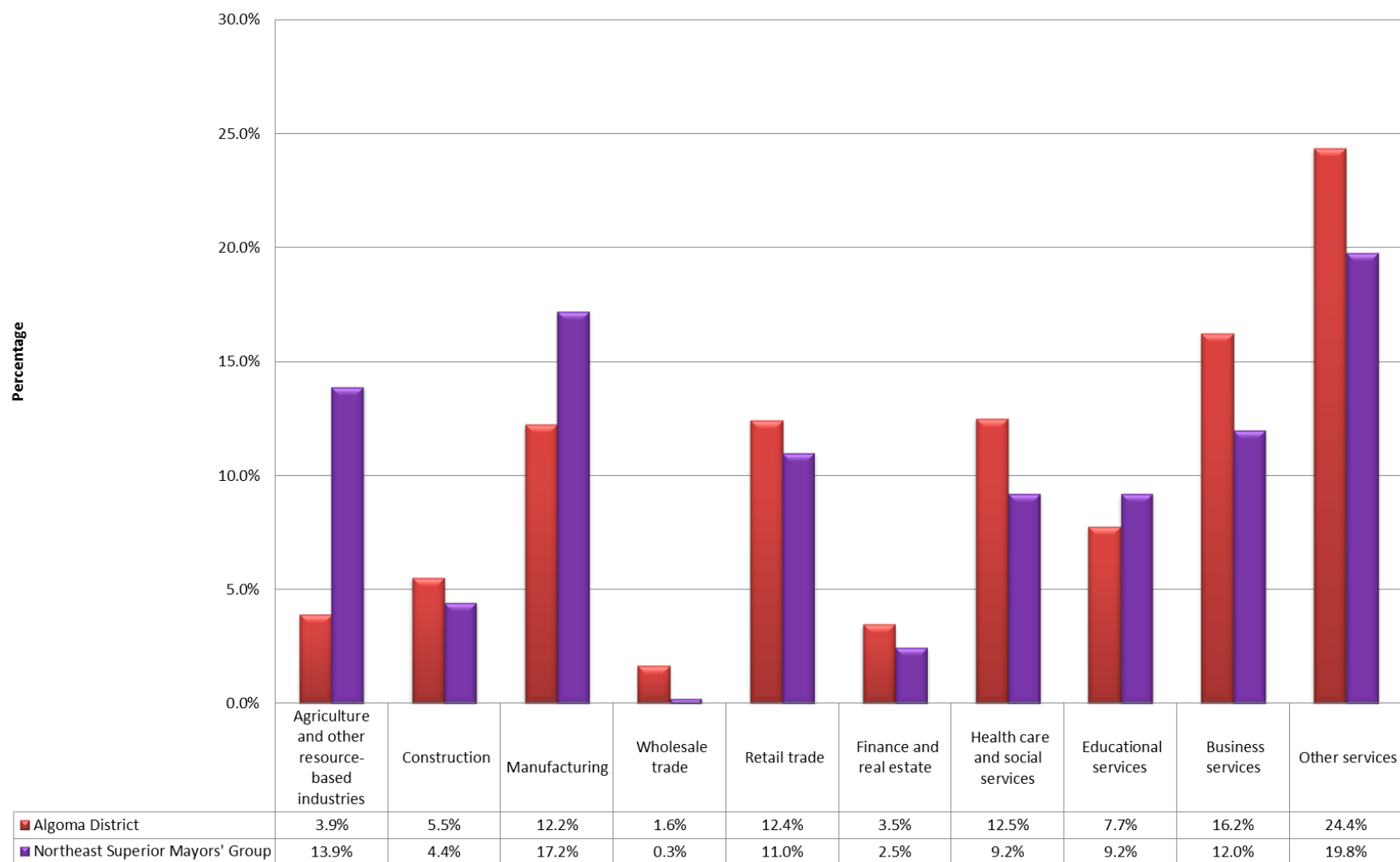
Figures 53 and Figure 54 show occupations by industry for the 2006 and 2011 census periods. Changes to the classification of data in labour force by industry for the 2011 census renders direct comparison with previous census years difficult for some categories. For example, the number of industry categories doubled from 10 in 2006 to 20 in 2011, substantially affecting the distribution of labour force by industry.

Figure 53 indicates nearly one-quarter (24.4%) of Algoma District's labour force were employed in the *other services* industry in 2006. Other industries with strong labour force activity for the same period included *business services* (16.2%), *health care and social services* (12.5%), *retail trade* (12.4%) and *manufacturing* (12.2%). During the same period, the three predominant industries in the NESMG communities were *other services* (19.8%), *manufacturing* (17.2%), and *agriculture and other resource-based industries* (13.9%)³²¹.

In 2011, the dominant industry in Algoma District continued to be *health care and social assistance* (13.7%) (Figure 54). Other industries with strong labour force participation included *retail trade* (12.1%), *manufacturing* (10.4%) and *public administration* (8.7%). For the same period, the industries with the strongest labour force participation in the NESMG communities were *transportation and warehousing* (13.7%), *mining; quarrying; and oil and gas extraction* (13.0%) and, *health care and social assistance* (12.2%).

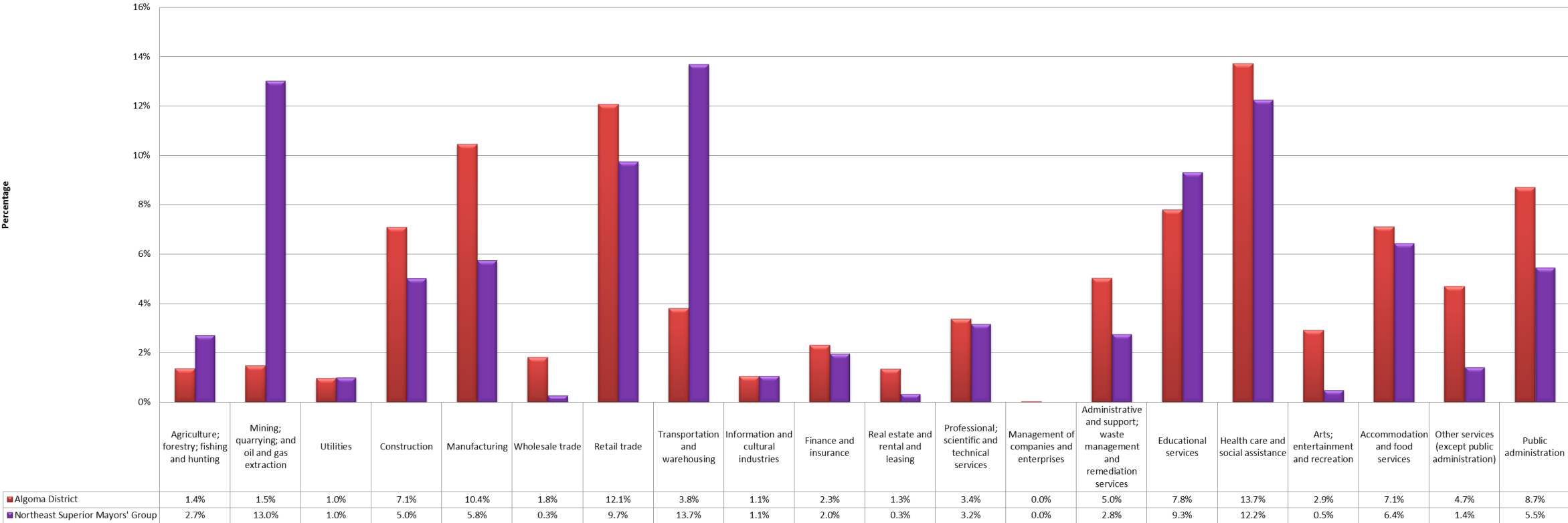
³²¹ Statistics Canada. 2007. *Algoma, District; Chapleau, Township; Dubreuilville, Township; Hornepayne, Township; Manitouwadge, Township; Michipicoten, Township; Wawa, Municipality and White River, Township Community Profiles*.

Figure 53: Algoma District and NESMG Communities Labour Force by Industry, 2006



Source: Statistics Canada. 2007. Algoma, District; Chapleau, Township; Dubreuilville, Township; Hornepayne, Township; Manitouwadge, Township; Michipicoten, Township; and White River, Township Community Profiles.

Figure 54: Algoma District and NESMG Communities Labour Force by Industry, 2011



Source: Environics Analytics. 2014. *CensusPlus Enhanced Census + NHS*; Statistics Canada. 2013. *Algoma, District. National Household Survey (NHS) Profile*. 2011 National Household Survey.

Note: Due to data limitations, percentages do not add to 100% due to 1) random rounding of the original data by Statistics Canada; and, 2) not all 2011 occupation categories are present in the *CensusPlus Enhanced Census + NHS* data set.

3.6 BUSINESS ACTIVITY

The following section provides a general overview of business activity in Algoma District and the Northeast Superior Mayors' Group communities.

3.6.1 MAIN BUSINESSES

In June 2011, there were reportedly more than 5,337 employers present in Algoma District³²². The District's businesses range in size and scale, with a small number of large-scale operators who employed between 200 to just over 500 employees. More than 80% of Algoma District businesses had 9 employees or less³²³. Table 15 indicates the size and scale of businesses in Algoma District.

Table 15: Algoma District Employers, 2008 and 2011

Employee Size Range	Number of Employers			
	2008		2011	
Undetermined – less than 9	4,501	83.3%	4,448	83.3%
10 – 49	753	13.9%	741	13.9%
50 – 199	116	2.1%	117	2.2%
200 or more	35	0.7%	31	0.6%

Source: Algoma Workforce Investment Committee. 2012. *2012 Local Labour Market Plan: Trends, Opportunities and Priorities*. Website: <http://www.awic.ca/en/reports/>. Accessed: October 2013.

3.6.2 PUBLIC AND PRIVATE SECTOR

Table 16 and Table 17 below identify the major public and private sector employers operating in the NESMG communities³²⁴.

³²² Algoma Workforce Investment Committee. 2012. *2012 Local Labour Market Plan: Trends, Opportunities and Priorities*. Website: <http://www.awic.ca/en/reports/>. Accessed: October 2013.

³²³ *Ibid.*

³²⁴ Subject to data availability and data quality, certain major employers have an unknown number of employees.

Table 16: NESMG Communities Major Public Sector Employers³²⁵

Company	Industry Sector	Number of Employees
Lady Dunn Health Centre	Health	102
Hornepayne Community Hospital	Health	65
Ontario Ministry of Natural Resources	Government	34+50 ³²⁶
Municipality of Wawa	Government	29+38 ³²⁷
Superior Children's Centre	Education	32
Ontario Provincial Police		30
Hornepayne Public School System	Education	29
Michipicoten First Nation	Government	25
Township of Hornepayne	Governance	20
Township of White River	Government	20
Various School Boards	Education	40+
Ontario Ministry of Transportation	Government	10+
Ontario Provincial Police	Government	30+
Dubreuilville Nursing Clinic	Health	3
Manitouwadge General Hospital	Health	60 est.
Ontario Ministry of Northern Development and Mines	Government	Wawa district office – 43 (includes fire & enforcement) Manitouwadge area office – 5 Chapleau district office – N/A Nipigon district office – N/A Terrace Bay area office – N/A
Services de Santé de Chapleau Health Services	Health	105
Township of Chapleau	Government	9
Township of Dubreuilville	Government	7
Township of Manitouwadge	Government	20 (17 permanent, 3 seasonal)

Source: Economic Development Corporation of Wawa. 2012. *Telephone Survey of Major Employers; Information gained from Hornepayne community discussions 2012 and Wawa community discussions 2012*; Nord-Aski Regional Economic Development Corporation. 2012. *Major Employers*. Website: <http://www.nordaski.com/frame1.html>. Accessed: October 2013; Northeast Superior Forest Community. n.d. *Chapleau, Dubreuilville, Hornepayne, Manitouwadge, Wawa and White River Community Profiles*. Website: <http://nsfc.ca/nsfc/about-nsfc/our-communities-and-our-region/nsfc-municipalities>. Accessed: October 2013; Township of White River. 2012. *Public Sector Major Employers*. Website: <http://www.whiteriver.ca/article/public-sector-166.asp>. Accessed: October 2013.

³²⁵ Employment numbers are approximations. Information was obtained by DPRA by phoning each business when/where information was not readily available online.

³²⁶ The Ontario Ministry of Natural Resource employs 27 full-time employees, 7 contract workers and 50 seasonal workers at Lake Superior Provincial Park.

³²⁷ The Municipality of Wawa employs 29 full-time employees and 38 part-time employees. Economic Development Corporation of Wawa. 2012. *Telephone Survey of Major Employers*.

Table 17: NESMG Communities Major Private Sector Employers³²⁸

Company	Industry Sector	Number of Employees
Barrick Gold Corporation, Hemlo Mines	Mining	600 est ³²⁹
Wesdome Gold Mines Limited	Mining	225
Richmont Mine	Mining	185
Tembec Inc.	Forestry	150+
Olav Haavaldsrud Timber Company Limited	Forestry	100+ ³³⁰
Canadian National Railway	Transportation	100
True North Timber	Forestry	100
J. Provost Contracting Limited	Construction	47+50 (seasonal)
White River Forest Products Ltd.	Forestry	100 approximately (Mill running with a second shift January, 2014)
Tim Horton's Limited (Wawa)	Hospitality	40
Wawa Motor Inn	Accommodation	37
Albert and Sons Ltd.	Hospitality/Tourism	30
Lacroix Enterprises Limited (<i>Home Hardware Buildings Centre franchise and a grocery store, Dubreuilville, ON</i>)	Retail	30
Canadian Pacific Railway	Transportation	25+
Canadian Tire Corporation	Retail	26
Aux Trois Moulins Motel, Restaurant and Confectionary	Hospitality	23 – 25
D.J. Oliver & Sons Ltd.	Grocery Store	20
Kenogami Lumber	Forestry	20
Keith Spencer Trucking	Transportation	20
A&W Restaurant/Bagdons Esso	Hospitality	12
Kabi Lake Forest Products	Forestry	12
North Central Cooperative	Retail/Food	12
Spadoni Brothers Limited	Construction/Hardware Supplies	10
Naturally Superior Adventures	Accommodation/Tourism	6-12 seasonal
A&F Kistemaker Trucking	Transportation	8 (+ independents)
Dubreuil Forest Products Ltd.	Forestry	4
B&M Hauling Logs/Chips	Transportation	N/A
Hallmark Centre Inn	Accommodation	N/A
Heritage Inn Motel	Hospitality	N/A

³²⁸ Employment numbers are approximations. Information was obtained by DPRA by phoning each business when/where information was not readily available online.

³²⁹ Approximately 100 jobs were lost when the David Bell mine closed in 2014.

³³⁰ Information obtained from Hornepayne community discussions 2012.

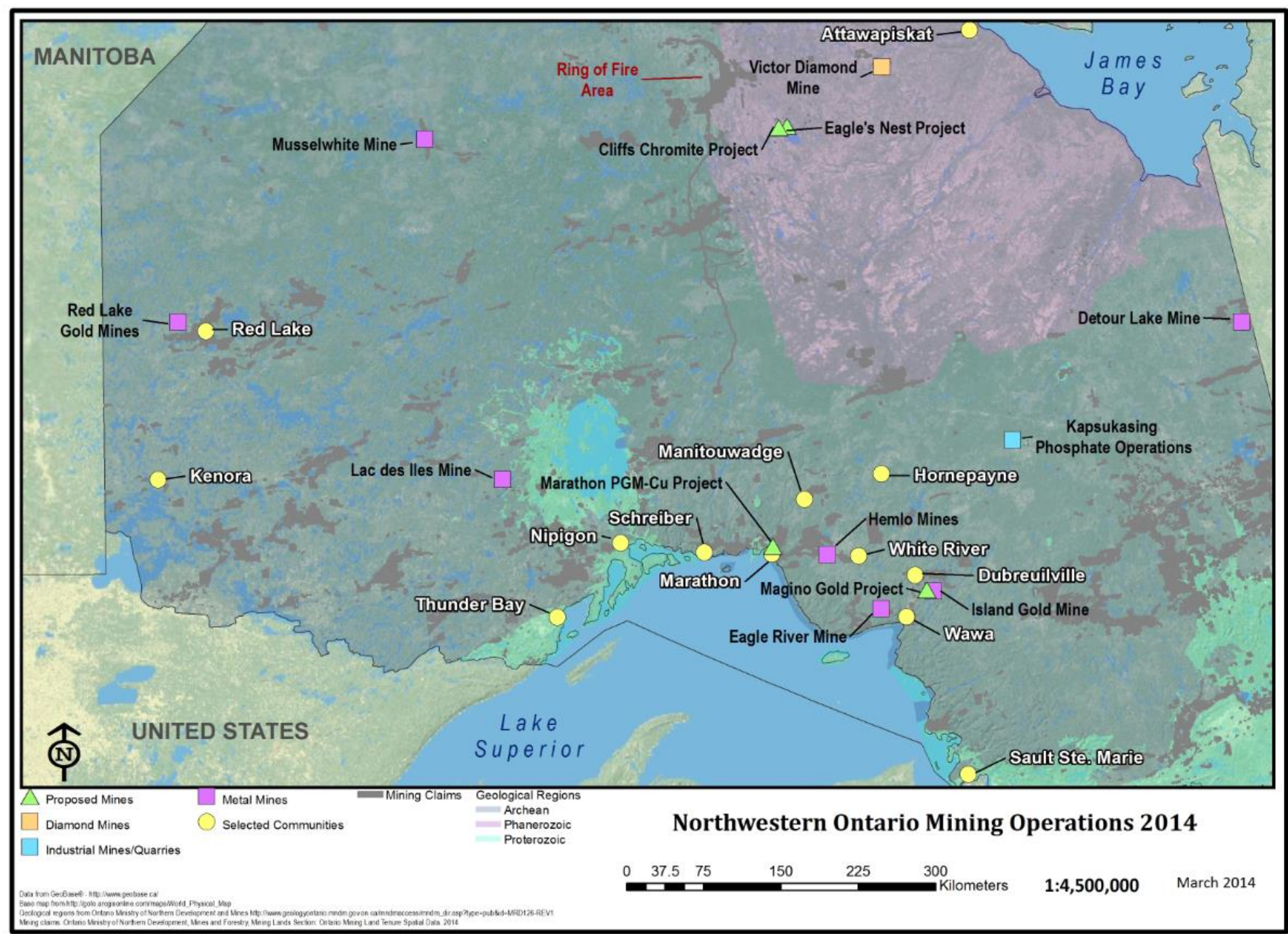
Company	Industry Sector	Number of Employees
Manroc Developments Mining Contractors	Mining	N/A
Northern Haul Contracting	N/A	N/A

Source: Economic Development Corporation of Wawa. 2012. *Telephone Survey of Major Employers; Information obtained from Hornepayne community discussions 2012 and Wawa community discussions 2012*; Nord-Aski Regional Economic Development Corporation. 2012. *Major Employers*. Website: <http://www.nordaski.com/frame1.html>. Accessed: October 2013; Northeast Superior Forest Community. n.d. *Chapleau, Dubreuilville, Hornepayne, Manitouwadge, Wawa and White River Community Profiles*. Website: <http://nsfc.ca/nsfc/about-nsfc/our-communities-and-our-region/nsfc-municipalities>. Accessed: October 2013; Township of White River. 2012. *Private Sector Major Employers*. Website: <http://www.whiteriver.ca/article/private-sector-167.asp>. Accessed: October 2013.

Operating Mines – North Shore

Figure 55 below depicts operating and proposed mines in northern Ontario.

Figure 55: Mines in Northern Ontario



Source: DPRA Canada. 2014. *Northwestern Ontario Mining Operations 2014*; Ontario Mining Association. 2012. *Ontario Mining Operations 2012*. Website: http://www.oma.on.ca/en/ontariominning/resources/mndm_ontario_mining_and_exploration_directory_2012.pdf. Accessed: July 2014; Stillwater Canada Inc. 2011. *Project Overview*. Website: <http://www.marathonpgmproject.com/Project-Overview.html>. Accessed: July 2014; Argonaut Gold Inc. n.d. *Magino Gold Project*. Website: http://www.argonautgold.com/gold_operations/magino/. Accessed: July 2014; Detour Gold. 2012. *At a Glance*. Website: <http://www.detourgold.com/projects/at-a-glance/default.aspx>. Accessed: July 2014; Canadian Environmental Assessment Agency. 2013. *Cliffs Chromite Project*. Website: <http://www.ceaa-acee.gc.ca/050/details-eng.cfm?evaluation=63927>. Accessed: July 2014; Canadian Environmental Assessment Agency. 2013. *Eagles Nest Project*. Website: <http://www.ceaa-acee.gc.ca/050/details-eng.cfm?evaluation=63925>. Accessed: July 2014; Noront. 2013. *Corporate Presentation – Vancouver Resource Investment Conference January 2013*. Website: <http://www.norontresources.com/?pressreleases&pdf=Corporate-Presentation-Q2-2013-newtheme.pdf>. Accessed: July 2014.

Proposed Mines – North Shore

In addition to operating mines, the area surrounding Hornepayne and the NESMG communities contains a number of active mining claims and exploration projects. There are also two potential mines – the proposed Marathon Platinum Group Metals and Copper Mine and the proposed Magino Gold Mine near Dubreuilville.

Stillwater Canada Inc.'s proposed Marathon Platinum Group Metals and Copper Mine Project is located in close proximity to the North Shore of Lake Superior, near Marathon between Thunder Bay and Sault Ste. Marie³³¹. The proposed project was undergoing environmental assessment, but is currently on hiatus. In documentation submitted as part of the Environmental Assessment process, it was stated that mining operations will provide approximately 1,000 construction jobs, while an additional 350 jobs will be provided during the mine's operation³³².

Figure 56: Marathon Platinum Group Metals and Copper Mine Project



Source: Canadian Environmental Assessment Agency. 2012. *Canadian Environmental Assessment Registry – Marathon Platinum Group Metals and Copper Mine Project*. Website: <http://www.ceaa-acee.gc.ca/050/details-eng.cfm?evaluation=54755>. Accessed: October 2013.

The Magino Mine property is a past-producing underground gold mine located 40 kilometres northeast of Wawa, approximately 14 kilometres southeast of Dubreuilville. Magino is being evaluated by Prodigy Gold Inc. as an open-pit mining opportunity with the potential for deeper, higher grade gold production. The Magino

³³¹ Canadian Environmental Assessment Agency. 2014. *Marathon Platinum Group Metals and Copper Mine Project*. Website: <http://www.ceaa-acee.gc.ca/050/details-eng.cfm?evaluation=54755>. Accessed: July 2014.

³³² Ross, Ian. June 2012. "Marathon takes action in the mining economy". *Northern Ontario Business*. Website: <http://www.republicofmining.com/2012/06/07/>. Accessed: July 2014.

Gold Mine is currently undergoing environmental assessment.³³³ It is anticipated that mining operations would provide 400 to 500 jobs annually during construction and 300 jobs during operations.

Forestry in Northwestern^[VM1] Ontario

At one time, there were 21 mills located across the north shore of Lake Superior; in 2014, there were fourteen mills operating between Sault Ste. Marie and Thunder Bay³³⁴. Forestry in northern Ontario is currently undergoing revitalization with the re-opening of some of these mills in recent years. It is noted that forest management in Ontario is transitioning to an enhanced sustainable forest license development process that reflects a new approach to the relationship between First Nations and industry³³⁵.

3.6.3 INVESTMENT TRENDS AND PROJECTIONS

Northwestern Ontario has experienced devastating economic setbacks over the past decade as a result of declining resource-based industries (e.g., forestry and mining), shrinking population, and stalled investment trends. The *Places to Grow Growth Plan for Northern Ontario* (2011) identifies the forestry and minerals sectors as key components of the local economy in northern Ontario communities³³⁶. The *Plan* encourages growth of the forestry and minerals sectors through innovation, value-added products and sustainable resource management. There are small but sure signs of departure from the challenging conditions that shaped the region's economy over the last decade, including the retrofitting of the Terrace Bay mill, re-opening of a number of other mills, and increases in harvesting and transportation activities.

Mining exploration and operations continue in the eastern part of Thunder Bay District/western parts of Algoma District. In the Algoma District, mining industry activities have traditionally included the full spectrum — from exploration and development to production and processing. In the view of industry stakeholders, the labour market will remain competitive in Algoma and in the northern region in general. With current gold mining activities, Algoma's mining industry is going through a growth phase with a number of advanced development projects that are expected to come into full production. However, similar to other northern Ontario districts, Algoma is also facing a demographic shift, with an increase in youth out-migration and overall decrease in local populations³³⁷. With increased expansion in mining and exploration activities, Algoma's mining industry will need more skilled and trained individuals, already in short supply. In addition, the region has low participation rates among Aboriginal peoples, women and new Canadians. The continuation of existing mining operations in the region (e.g., at Hemlo and Richmond's Island Gold), the potential associated with the

³³³ Canadian Environmental Assessment Agency. 2014. Magino Gold Project. Website: <http://www.ceaa-acee.gc.ca/050/details-eng.cfm?evaluation=80044>. Accessed: February 2014.

³³⁴ Ontario Ministry of Natural Resources. 2014. *Forestry Industry at a Glance*. Website: <http://files.ontario.ca/environment-and-energy/forestry/2014-06-10-Forest-Industry-at-a-Glance-WebVersion.pdf>. Accessed January 2015.

³³⁵ Ontario Ministry of Natural Resources. September 24, 2012. *Principles for Enhanced Sustainable Forest Licence Implementation*. <http://www.ontario.ca/document/enhanced-sustainable-forest-licence-implementation>

³³⁶ Ontario Ministry of Infrastructure and Ministry of Northern Development, Mines and Forestry. 2011. *Growth Plan for Northern Ontario 2011*.

³³⁷ Algoma Workforce Investment Corporation and Mining Industry Human Resources Council. December 2012. *Algoma Mining Hiring Requirements Forecasts 2013*. P.9. Website: http://www.awic.ca/UploadedFiles/files/RIS%20Algoma_008.pdf Accessed: July 2014.

proposed mines in Dubreuilville and Marathon, and exploration activities will also contribute to future investment.

In addition, there is a substantial amount of exploration in the Ring of Fire area located approximately 500 kilometres northeast of Thunder Bay.³³⁸ The '*Advantage Northwest: Mining Readiness Strategy*' prepared in 2013 is an integrated economic development plan designed to help Northwestern Ontario municipalities, First Nations and businesses capitalize on the opportunities mining will bring to the region.³³⁹ The Strategy contains over 45 recommendations related to supply chain, energy, transportation, infrastructure, health, labour, education and training, partnering and financing.

Transportation – both rail and road - continues as an important economic sector in the area surrounding Hornepayne. Communities that are located on the TransCanada Highway (17 or 11, e.g., Wawa, White River, Marathon, Hearst) benefit from travel-related business opportunities related to fuel, restaurants, accommodation, and tourism. The TransCanada Highway follows the north shore of Lake Superior.

In light of the cyclic nature of the resource-based economies in northern Ontario, many communities are looking to enhancing their tourism potential. While there are opportunities, each community is different and the success of their tourism initiatives relies on existing local natural resources or attractions and the local capacity to manage an influx of visitors, as well as broader tourism trends. However, there are significant infrastructural and other costs (e.g. marketing) associated with establishing a community as a tourist destination.

Launched in 2012, the *Northern Policy Institute* (NPI) is an independent think tank based at Laurentian University in Sudbury and Lakehead University in Thunder Bay. NPI's vision is "A growing, sustainably and self-sufficient Northern Ontario. One with the ability not only to identify opportunities but to pursue them, either on its own or through intelligent partnerships... (Its mandate is to) provide proactive, evidence-based and purpose-driven recommendations to government and industry on policies and programs to strengthen the regional economy and create a more competitive and productive northern Ontario"³⁴⁰.

3.7 HEALTH INDICATORS

The communities in the area surrounding Hornepayne have varying degrees of health care services. Some are serviced by community clinics (e.g. White River, Dubreuilville), others have hospitals with varying care levels (e.g., small hospitals in Hornepayne, Chapleau, Manitouwadge; larger hospitals located in Hearst, Wawa, and

³³⁸ Ontario Business Report. 2012. *Ring of Fire lights up Northern Ontario's mining industry*. Website: <http://www.mri.gov.on.ca/obr/?p=1529>. Accessed: July 2014.

³³⁹ City of Thunder Bay, Fort William First Nation, and Thunder Bay Community Economic Development Commission. April 2013. *Advantage Northwest: Mining Readiness Strategy – An Integrated Regional Economic Development Plan*. Final Report. Prepared by SNC-Lavalin Inc. and Edward Hoshizaki Development Consulting, with the assistance of One World Brand Management, Marvin Pelletier and Generator. Website: <http://www.thunderbay.ca/Assets/CEDC/docs/Mining+Readiness+Strategy++opens+a+new+window.pdf>. The study area included the western Algoma municipalities of the Township of Hornepayne, Township of White River, and the Municipality of Wawa. Accessed: October 2013.

³⁴⁰ Northern Policy Institute. n.d. *Our Mandate*. www.northernpolicy.wordpress.com. Accessed: January 2015.

Marathon)³⁴¹. Residents may have to travel to regional hospital sites in Thunder Bay, Sault Ste. Marie, Timmins or Sudbury, depending on the specific service required and availability of practitioners/facilities in each community.

The Porcupine Health Unit services Hornepayne and the Town of Hearst (and other Cochrane District communities)³⁴². The Algoma Health Unit services communities to the south and east, including Dubreuilville, Wawa, and White River; the Thunder Bay District Health Unit services Manitouwadge and other communities to the west.

Health Care Systems and Perception of Health

Figure 57 indicates the perceived health status of Porcupine Health Unit and Ontario residents. At the Health Unit level, proportionally fewer people (55.3%) perceived their health as being *very good or excellent* when compared to the provincial level (61.0%). Similar proportions of Health Unit residents perceived their mental health as being either *very good or excellent*, compared to the province. Perceived life stress was reported to be slightly higher in Porcupine Health Unit compared to the province.

Figure 57: Health Perceptions in Porcupine Health Unit and Ontario



Source: Statistics Canada. 2012. *Porcupine Health Unit 3556-C, Health Region Profile*. Website: <http://www12.statcan.gc.ca/health-sante/82-228/index.cfm?Lang=E>. Accessed: October 2013.

³⁴¹ Ontario Hospital Association. 2013. *Region 1 Hospitals*. Website: <http://www.oha.com/AboutUs/RegionalAffairs/Region1/Pages/Region1Hospitals.aspx>. Accessed: December 2014.

³⁴² Porcupine Health Unit. January 2011. *About Us*. Website: <http://www.porcupinehu.on.ca/About/index.html>. Accessed: October 2013.

3.8 SUMMARY

The Township of Hornepayne and the surrounding area (NESMG communities and Algoma District) have aging populations and continue to experience population decline. The long-term health and longevity of the area will require new ways of attracting new residents and retaining the existing population.

In general, levels of education and training have been increasing over time in the area surrounding Hornepayne. In 2011, most of the labour force in Algoma District and NESMG communities remained employed in *sales and service occupations*, and *trades, transport and equipment operators and related occupations*.

Township residents identified a key issue to be the absence of additional industry³⁴³. Currently, the Township and surrounding area are largely reliant upon the railway, forestry and mining industries. Numerous local employment opportunities were lost following the recent global economic downturn and recession³⁴⁴. As a result, educated and skilled workers left the area in search of employment opportunities outside of the local communities. Business “boom and bust” cycles, varying employment opportunities, and population out-migration have all contributed to employment changes being experienced. The increase in mining exploration/development in the area surrounding Hornepayne (including in the Ring of Fire to the north), and expansion of tourism and revitalization of forestry and related activities present future opportunities.

³⁴³ Hornepayne Community Adjustment Committee. October 2011. *Hornepayne Community Adjustment Plan*. Prepared for the Corporation of the Township of Hornepayne.

³⁴⁴ Hornepayne Community Adjustment Committee. July 2011. *Strategic Plan for the Community of Hornepayne*. Prepared for the Corporation of the Township of Hornepayne.

4.0 COMPARISON OF THE COMMUNITY PATTERNS WITH THE AREA & PROVINCE

The Township of Hornepayne is compared to the Algoma District and Ontario for several indicators:

- Population Trends Over Time;
- Age Structure;
- Population by Education/Training Attainment; and,
- Employment by Activity and Sector.

4.1 POPULATION DYNAMICS

This section outlines population dynamics for Hornepayne, the Northeast Superior Mayors' Group communities, Algoma District and Ontario. The key characteristics described in this section are:

- Population Trends Over Time; and,
- Age Structure.

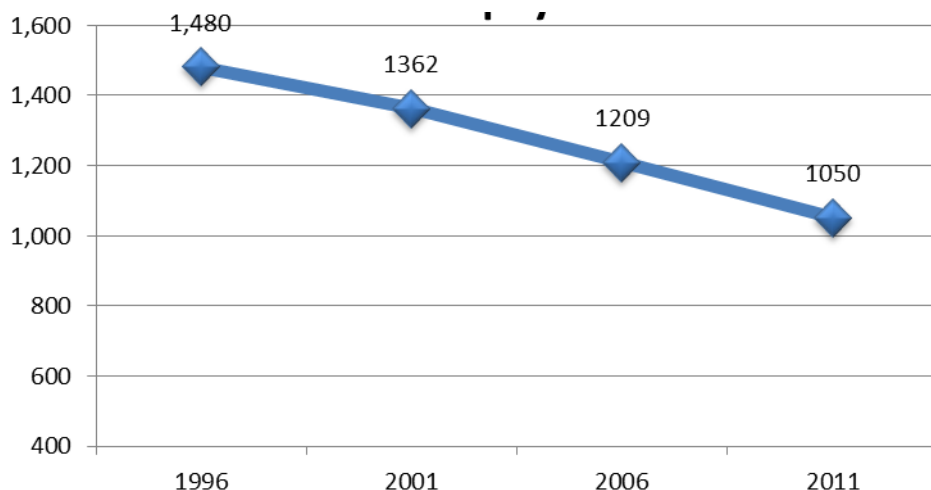
4.1.1 POPULATION TRENDS OVER TIME

Table 18 and Figures 58, 59, 60 and 61 illustrate the contrasting trends for Hornepayne, the Northeast Superior Mayors' Group communities, Algoma District (which have all experienced population declines since 1996) and Ontario (which has experienced consistent population increases). The population declines in Hornepayne and the NESMG communities have been more precipitous than for Algoma District as a whole.

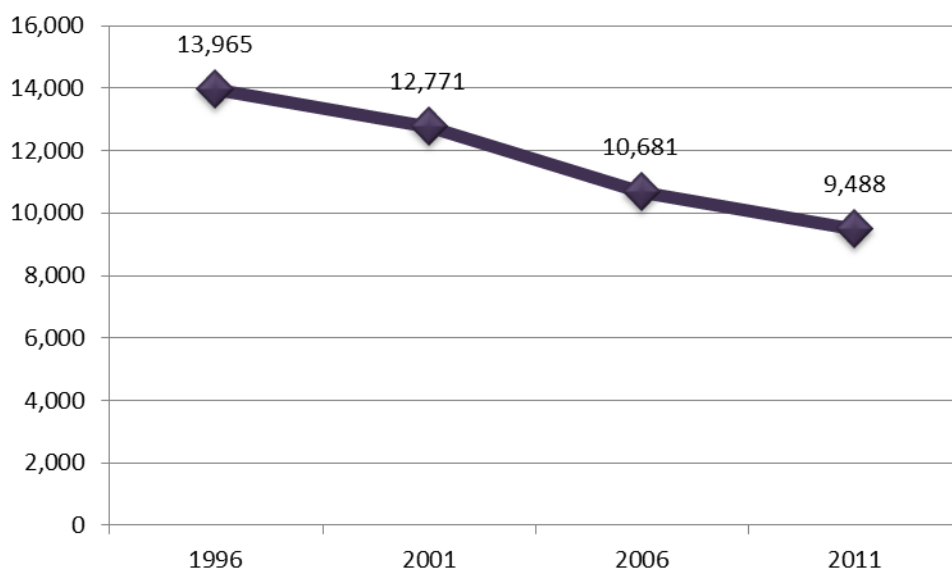
Table 18: Hornepayne, Algoma District, NESMG Communities and Ontario Population Trends, 1996 - 2011

Time Period	Hornepayne (Change from Previous Census)	NESMG Communities (Change from Previous Census)	Algoma District (Change from Previous Census)	Ontario (Change from Previous Census)
1996	1,480 (-8.1%)	14,000 (-5.3%)	125,455 (-1.4%)	10,753,573 (6.6%)
2001	1,362 (-8.0%)	12,780 (-9.5%)	118,567 (-5.5%)	11,410,046 (6.1%)
2006	1,209 (-11.2%)	10,705 (-19.4%)	117,461 (-0.9%)	12,160,282 (6.6%)
2011	1,050 (-13.2%)	9,465 (-13.1%)	115,870 (-1.4%)	12,851,821 (5.7%)

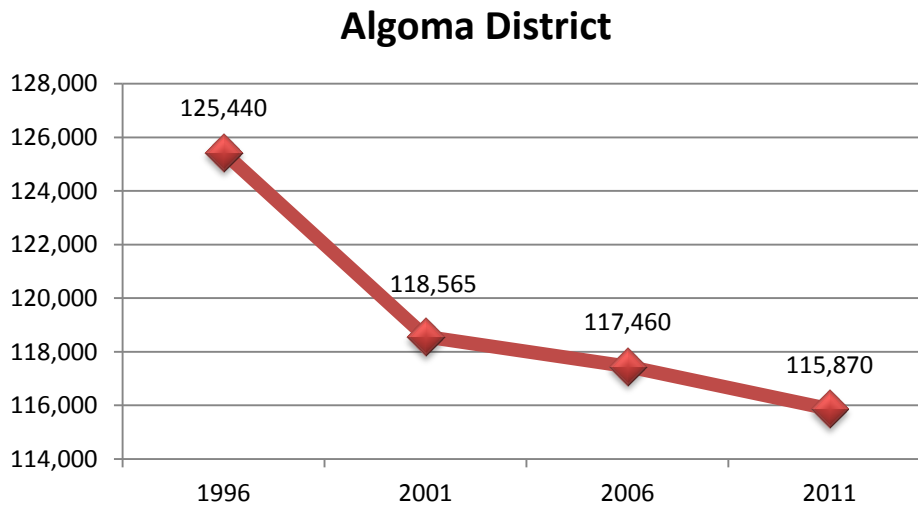
Source: Statistics Canada. 1997, 2002, 2007. *Algoma, District; Chapleau, Township; Dubreuilville, Township; Hornepayne, Township; Manitouwadge, Township; Michipicoten, Township; Ontario and White River, Township Community Profiles*; Statistics Canada. 2012. *Algoma, District; Chapleau, Township; Dubreuilville, Township; Hornepayne, Township; Manitouwadge, Township; Ontario; Wawa, Municipality and White River, Township Community Profiles*.

Figure 58: Hornepayne Population Trends, 1996 – 2011

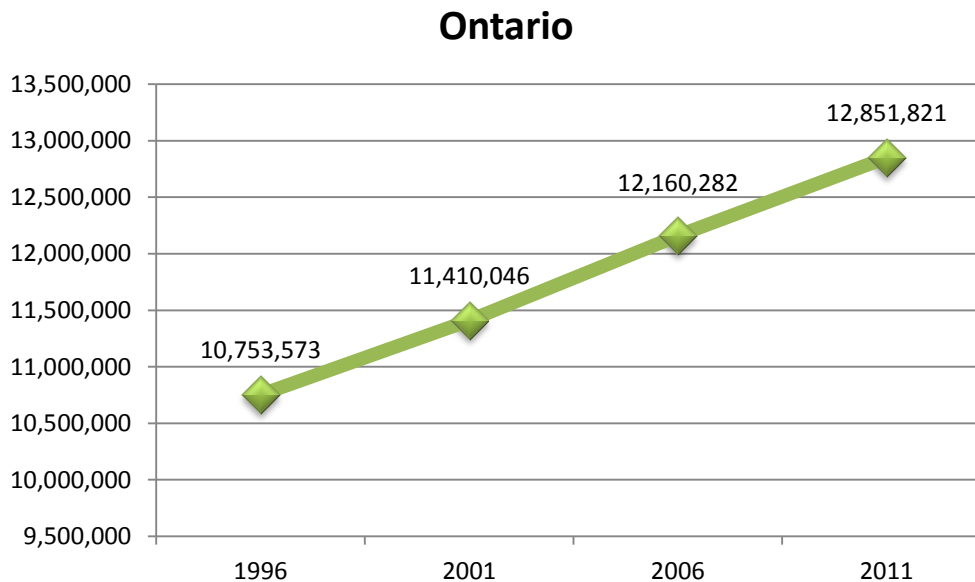
Source: Statistics Canada. 1997, 2002, 2007, 2012. *Hornepayne, Township Community Profiles*.

Figure 59: NESMG Communities Population Trends, 1996 – 2011

Source: Statistics Canada. 1997, 2002, 2007. *Algoma, District; Chapleau, Township; Dubreuilville, Township; Hornepayne, Township; Manitouwadge, Township; Michipicoten, Township; Ontario and White River, Township Community Profiles*; Statistics Canada. 2012. *Algoma, District; Chapleau, Township; Dubreuilville, Township; Hornepayne, Township; Manitouwadge, Township; Ontario; Wawa, Municipality and White River, Township Community Profiles*.

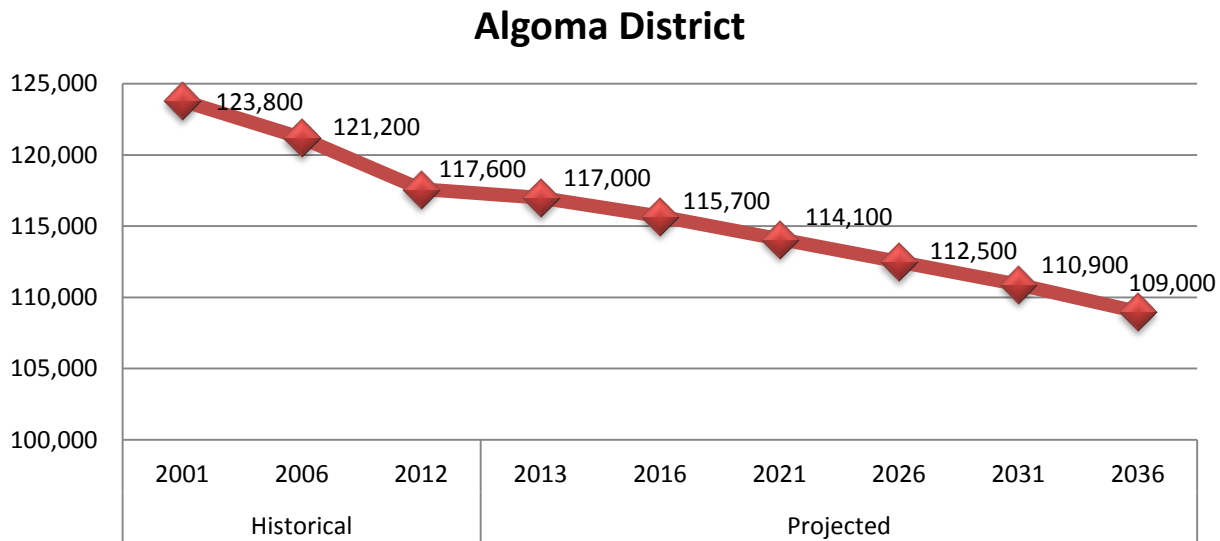
Figure 60: Algoma District Population Trends, 1996 – 2011

Source: Statistics Canada. 1997, 2002, 2007, 2012. *Algoma District, Township Community Profiles*.

Figure 61: Ontario Population Trends, 1996 – 2011

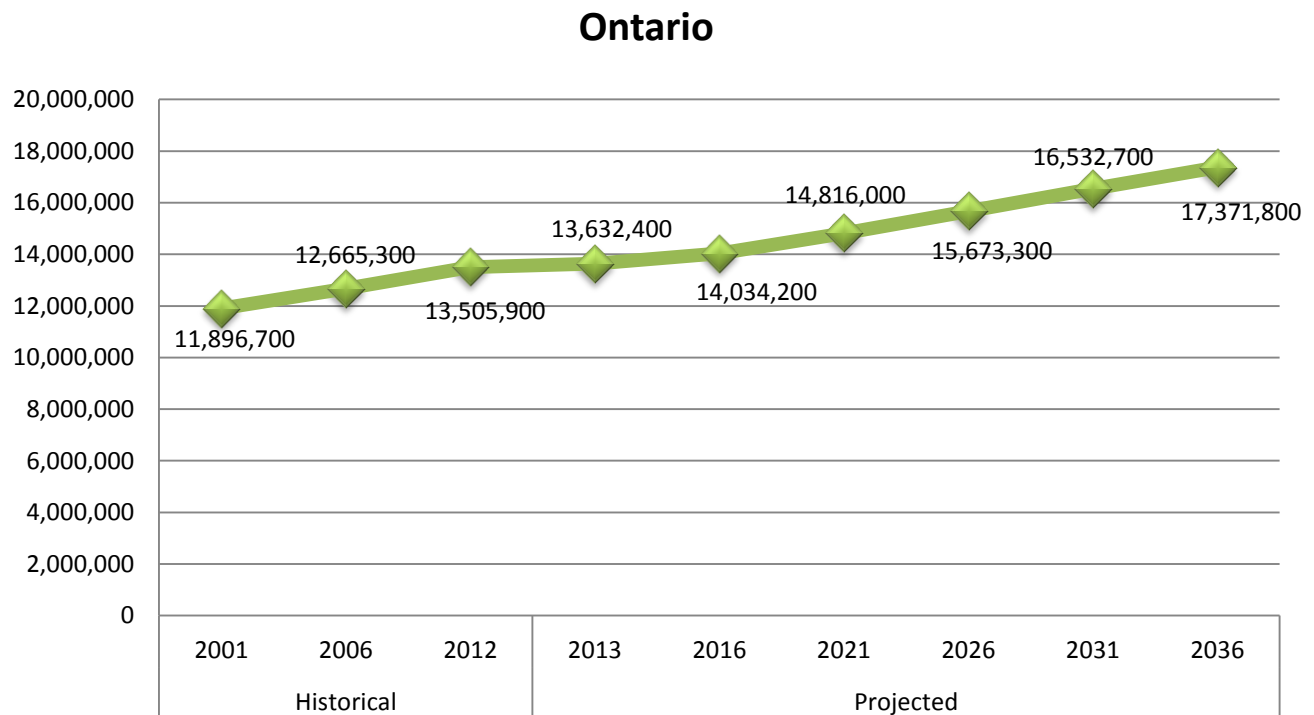
Source: Statistics Canada. 1997, 2002, 2007, 2012. *Ontario Community Profiles*.

In 2013, the Ontario Ministry of Finance released population projections to 2036 for each of the province's 49 census divisions. The trend in Algoma District shows a steady decline from 2001 to 2036 (123,800 to 109,000), as shown in Figure 62. The population projection for Ontario shows an increase for the same period (from 11,896,700 in 2001 to 17,371,800 in 2036) (Figure 63).

Figure 62: Algoma District Population Projection 2013-2036

Source: Government of Ontario. Spring 2013. *Ontario Population Projections Update 2012-2036: Ontario and Its 49 Census Divisions*. Prepared by the Ministry of Finance. Website:

<http://www.fin.gov.on.ca/en/economy/demographics/projections/projections2012-2036.pdf>. Accessed: July 2014.

Figure 63: Ontario Population Projection 2013-2036

Source: Government of Ontario. Spring 2013. *Ontario Population Projections Update 2012-2036: Ontario and Its 49 Census Divisions*. Prepared by the Ministry of Finance. Website:

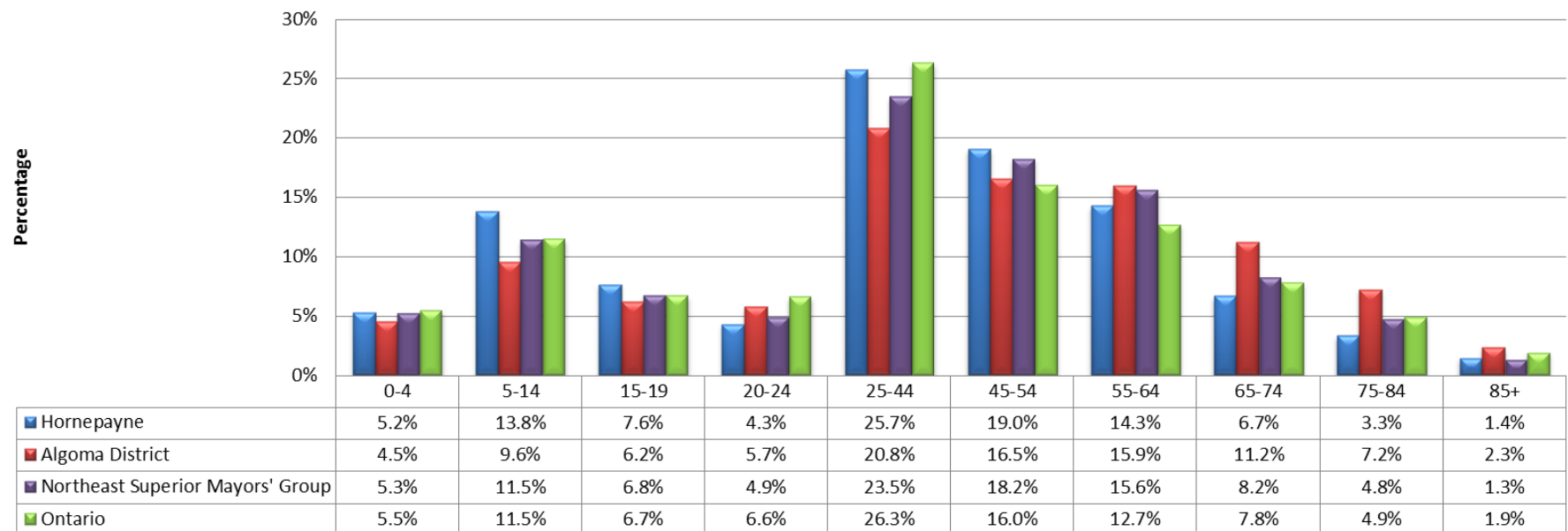
<http://www.fin.gov.on.ca/en/economy/demographics/projections/projections2012-2036.pdf>. Accessed: July 2014.

4.1.2 AGE STRUCTURE

Figure 64 demonstrates similar age characteristics among Hornepayne, the NESMG communities, Algoma District and Ontario in 2011. Hornepayne and the NESMG communities had proportionately somewhat more residents age 19 and under or 25-44 relative to Algoma District – but in similar proportions to Ontario. The proportion of the Hornepayne, NESMG communities and Algoma District population age 45 – 54 and 55-64 is greater than for Ontario. Algoma District has a greater proportion of their population aged 55+ compared to Hornepayne, NESMG communities, or Ontario.

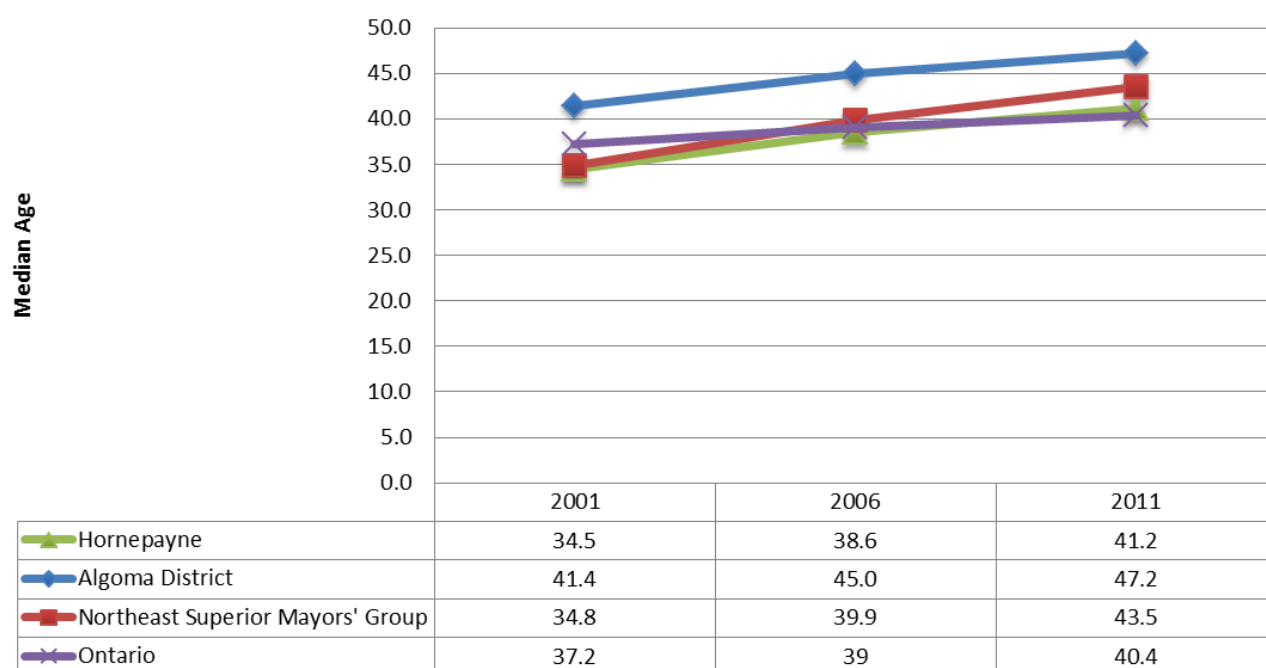
The median age in Algoma District has been greater than that for Hornepayne, the NESMG communities and Ontario for the three census periods 2001 to 2011, as shown in Figure 65. The median age in all four jurisdictions increased between 2001 and 2011. In 2001, Hornepayne and the NESMG communities had median ages less than both Algoma District and Ontario. By 2006, Hornepayne and the NESMG communities had median ages similar to that of Ontario. In 2011, Hornepayne's median age was closer to that of the province, and less than for the NESMG communities as a whole or Algoma District.

Figure 64: Hornepayne, Algoma District, NESMG Communities and Ontario Age Structure, 2011



Source: Statistics Canada. 2012. *Algoma, District; Chapleau, Township; Dubreuilville, Township; Hornepayne, Township; Manitouwadge, Township; Ontario; Wawa, Municipality and White River, Township Community Profiles.*

Note: Percentages do not add to 100% due to random rounding of the original source data.

Figure 65: Hornepayne, Algoma District, NESMG Communities, and Ontario Median Age, 2001 – 2011

Source: Statistics Canada. 2002, 2007. *Algoma, District; Chapleau, Township; Dubreuilville, Township; Hornepayne, Township; Manitouwadge, Township; Michipicoten, Township; and White River, Township Community Profiles*; Statistics Canada. 2012. *Algoma, District; Chapleau, Township; Dubreuilville, Township; Hornepayne, Township; Manitouwadge, Township; Wawa, Municipality and White River, Township Community Profiles*.

4.2 LABOUR FORCE

This section of the profile outlines labour force characteristics for Hornepayne, the Northeast Superior Mayors' Group communities, Algoma District and Ontario. The key labour force characteristics reported in this section are:

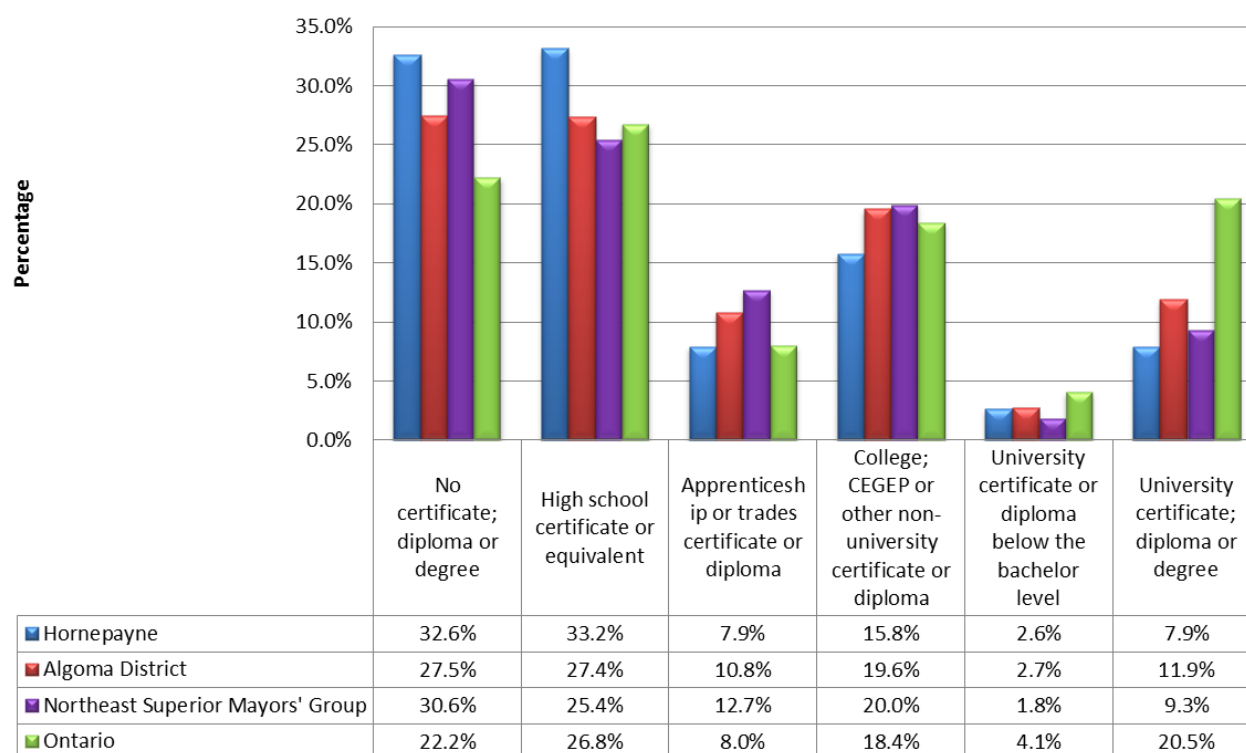
- Population by Education/Training Attainment; and,
- Employment by Activity and Sector.

4.2.1 POPULATION BY EDUCATION/TRAINING ATTAINMENT

In general, the level of educational attainment increased somewhat between 2006 (Figure 66) and 2011 (Figure 67) in all four jurisdictions (Hornepayne, NESMG communities, Algoma District, Ontario). Hornepayne, the NESMG communities and the District had a greater proportion of the population whose highest level of educational attainment is a high school certificate, or who have no certificate/diploma/degree, compared to Ontario.

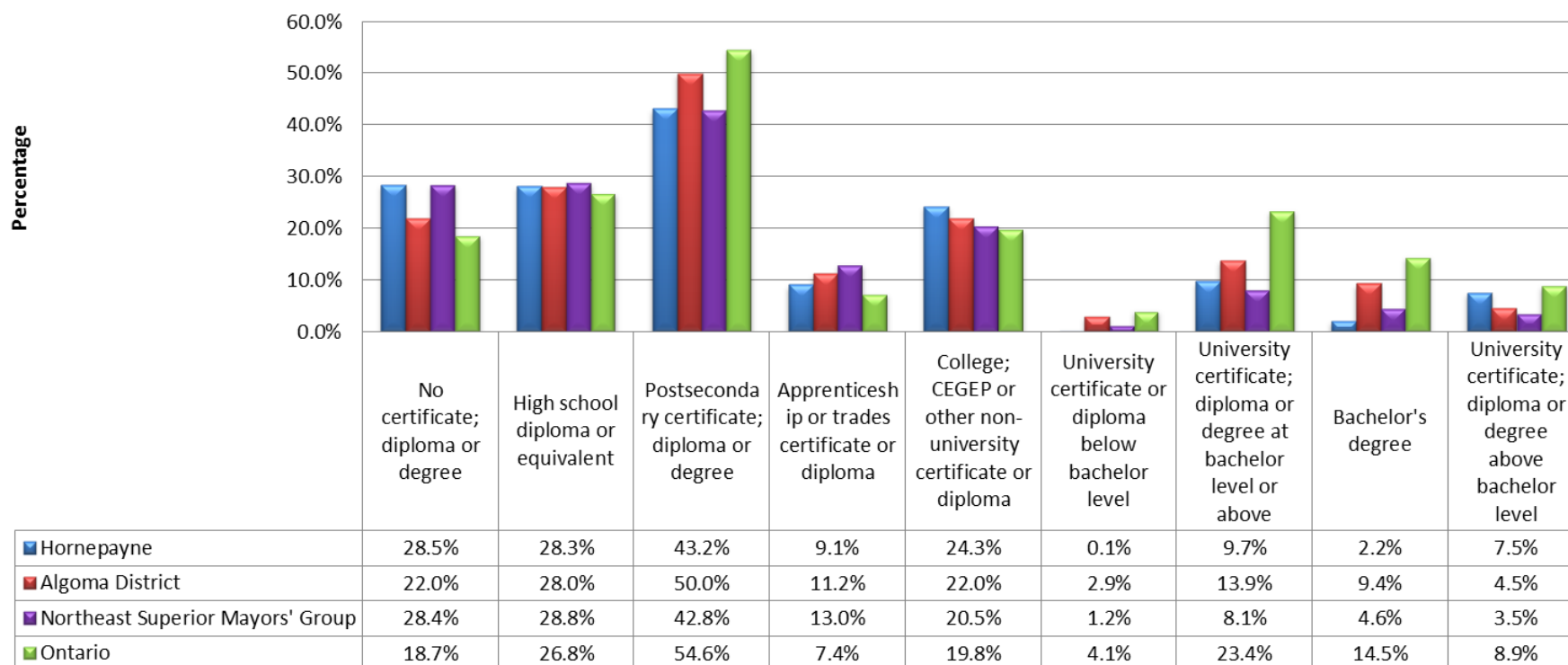
A greater proportion of Hornepayne, NESMG and Algoma residents have an *apprenticeship or trades certificate or diploma or college, CEGEP or other non-university certificate or diploma* compared to the province. Relatively fewer have some university education.

Figure 66: Hornepayne, Algoma District, NESMG Communities, and Ontario Educational Attainment, 2006



Source: Statistics Canada. 2007. *Algoma, District; Chapleau, Township; Dubreuilville, Township; Hornepayne, Township; Manitouwadge, Township; Michipicoten, Township; Ontario; and White River, Township Community Profiles.*

Figure 67: Hornepayne, Algoma District, NESMG Communities, and Ontario Educational Attainment, 2011



Source: Environics Analytics. 2014. *Enhanced CensusPlus + NHS*; Statistics Canada. 2013. *Algoma District, Ontario. National Household Survey (NHS) Profile*. 2011 National Household Survey.

4.2.2 EMPLOYMENT BY ACTIVITY AND SECTOR

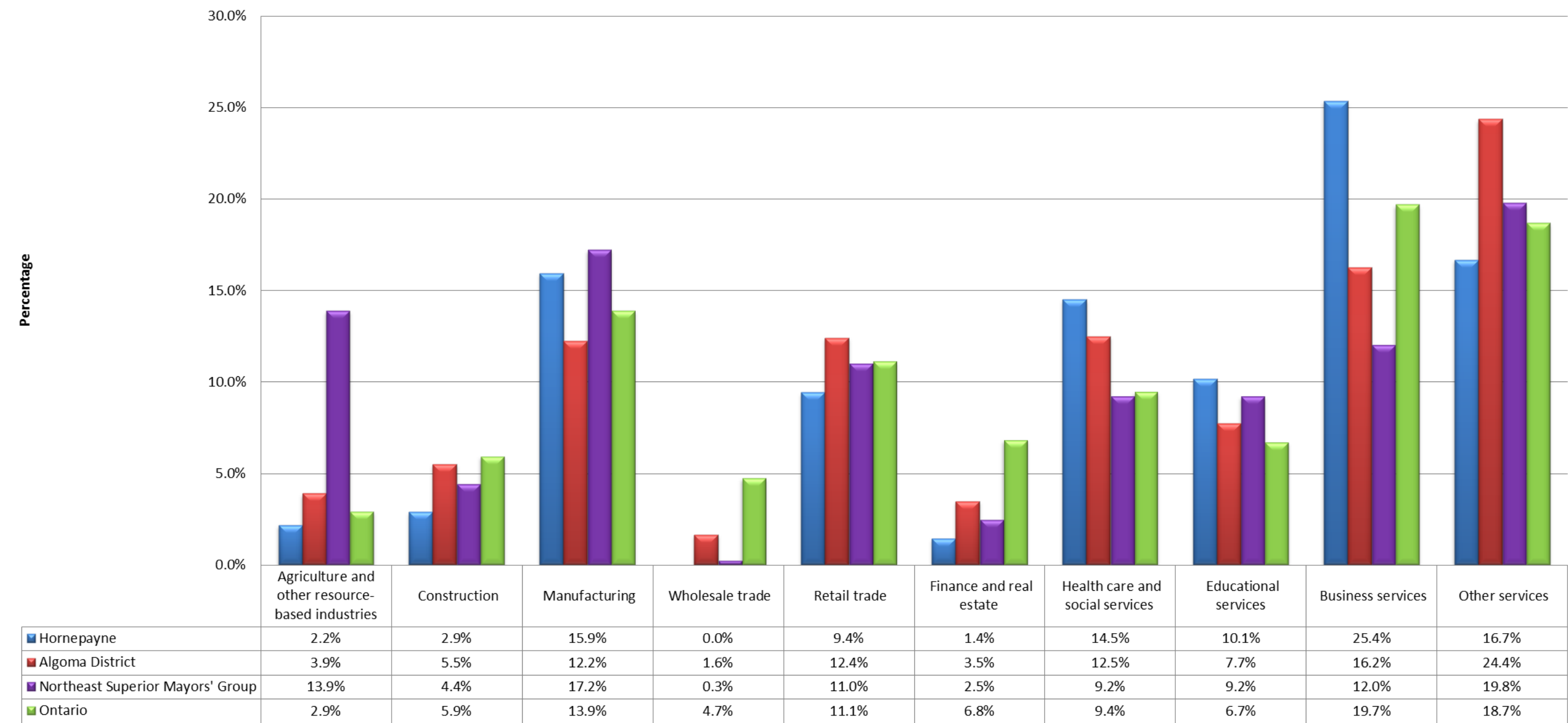
Industry

Figures 68 and 69 demonstrate the labour force activity by industry for Hornepayne, Algoma District, NESMG communities and Ontario for the 2006 and 2011 census periods. Changes to the classification of data in labour force by industry for the 2011 census renders direct comparison with previous census years difficult for some categories. For example, the number of industry categories doubled from 10 in 2006 to 20 in 2011, substantially affecting the distribution of labour force by industry.

In 2006, *other services* was the largest industry for District (24.4%) and NESMG communities (19.8%) residents, compared to the second largest industry for Hornepayne (16.7%) and Ontario (18.7%) residents. During the same period, the labour force in NESMG communities demonstrated a significantly higher proportion in *agriculture and other resource-based industries* across the four jurisdictions (see Figure 68).

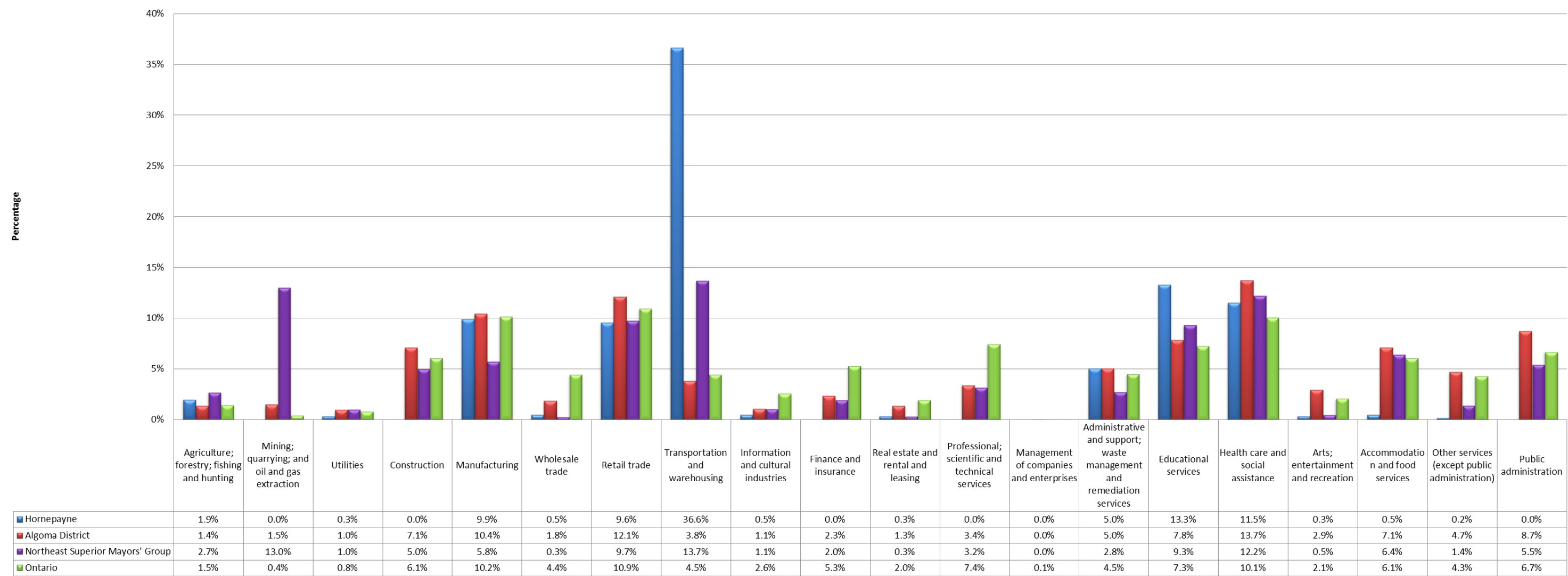
Between 2006 and 2011, there were a number of major industry shifts. However, *agriculture and other resource-based industries* remained as key industries for the NESMG communities' labour force, relative to Algoma District, Hornepayne and Ontario. In 2011, Hornepayne and the NESMG communities showed somewhat more forestry industry occupations relative to Algoma District and Ontario. Hornepayne's labour force demonstrated a significantly higher proportion in *transportation industry* occupations (36.6%) relative to the NESMG communities (13.7%), Algoma District (3.8%) or Ontario (4.5%). NESMG communities had significantly more involvement of the labour force in mining (13.0%) compared to Hornepayne (0%), Algoma District (1.5%) or Ontario (0.4%). Hornepayne, the NESMG communities and Algoma District all had proportionately more industry occupations in *education and health care* compared to Ontario. Hornepayne had substantially fewer occupations in the *accommodation and food services* industry relative to the other three jurisdictions.

Figure 68: Hornepayne, Algoma District, NESMG Communities, and Ontario Labour Force by Industry, 2006



Source: Statistics Canada. 2007. *Algoma, District; Chapleau, Township; Dubreuilville, Township; Hornepayne, Township; Manitouwadge, Township; Michipicoten, Township; and White River, Township Community Profiles.*
Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

Figure 69: Hornepayne, Algoma District, NESMG Communities, and Ontario Labour Force by Industry, 2011



Source: Environics Analytics. 2014. Enhanced *CensusPlus + NHS*; Statistics Canada. 2013. *Algoma, District and Ontario. National Household Survey (NHS) Profiles*. 2011 National Household Survey.
Note: Due to data limitations, percentages do not add to 100% due to 1) random rounding of the original data by Statistics Canada; and, 2) not all 2011 occupation categories are present in the CensusPlus Enhanced Census + NHS data set.

4.3 COMMUNITY PATTERNS WITH THE AREA & PROVINCE SUMMARY

Hornepayne, the NESMG communities, and Algoma District all have declining and aging populations compared to Ontario. Hornepayne, the NESMG communities, and Algoma District have all experienced population declines since 1996, while Ontario as a whole has experienced consistent population increases. The population declines in Hornepayne and the NESMG communities have been more precipitous than for Algoma District as a whole. Population projections for Algoma District predict a steady decline from 2001 to 2036, in contrast to the projection for Ontario, which shows a steady increase over the same period.

In 2011, the proportion of the Hornepayne, NESMG communities and Algoma District population age 45 – 54 and 55-64 was greater than for Ontario. Algoma District had a greater proportion of the population aged 55+ compared to Hornepayne, NESMG communities, or Ontario.

The median age in Algoma District has been greater than that for Hornepayne, the NESMG communities and Ontario for the three census periods 2001 to 2011. The median age in all four jurisdictions increased over that period. In 2011, Hornepayne's median age was closer to that of the province, and less than for the NESMG communities as a whole or Algoma District.

While the level of education attainment has increased somewhat between 2006 and 2011 in all four jurisdictions, educational attainment is generally higher in Ontario as a whole. A greater proportion of the population in Hornepayne, the NESMG communities and the District have apprenticeship or trades certification or a college/non-university certificate or diploma compared to Ontario. Relatively fewer have some university education.

In 2011, Hornepayne and the NESMG communities showed somewhat more forestry industry occupations relative to Algoma District and Ontario. Hornepayne's labour force demonstrated a significantly higher proportion in transportation industry occupations. NESMG communities had significantly more involvement of the labour force in mining compared to Hornepayne, Algoma District or Ontario. Hornepayne, the NESMG communities and Algoma District all had proportionately more industry occupations in education and health care compared to Ontario. Finally, Hornepayne had substantially fewer occupations in the accommodation and food services industry relative to the other three jurisdictions.

5.0 SUMMARY

The Township of Hornepayne is located on Highway 631 in the Algoma District, between Highways 11 and 17, approximately 98 kilometres north of the White River/Highway 11 junction, and 72 kilometres south of Highway 17 junction. An industrial road used primarily for logging also links Hornepayne with Manitouwadge. Hornepayne has experienced some decline in population with a reported population of 1,050 in 2011, approximately 50% less than it was 25 years ago.

Nearby First Nations are the Hornepayne First Nation, Constance Lake First Nation, Missanabie Cree First Nation, Michipicoten First Nation, Pic Mobert First Nation and Begetekong Anishinabek (Ojibways of the Pic River) First Nation. Hornepayne is located in the Métis Nation of Ontario's Region 3.

The Township of Hornepayne is guided by a number of planning documents, including the Strategic Plan for the Community of Hornepayne (2011), the Strategic Plan for the Municipal Council Township of Hornepayne for the Term (2010 – 2014), the Township of Hornepayne Investment Readiness Profile (2008), the Official Plan of the Township of Wicksteed and Comprehensive Zoning By-law (1977), and the Hearst District Land Use Guidelines (1983).

The community faces the following challenges and priorities:

- A declining and aging population;
- Out-migration;
- Declining school enrolment levels;
- Stabilizing or growing economic activity;
- Lack of new local employment opportunities;
- Housing shortage;
- Lack of workers in town and the ability to attract workers;
- Tax base dependent on residential assessments;
- Lack of retail and commercial services; and
- Decreasing social and recreational programming.

The Hornepayne Economic Development Corporation “works with local residents and businesses, all levels of government and community partners to facilitate economic growth within the Township of Hornepayne”³⁴⁵.

Hornepayne is a main stop on the Canadian National Railway (CNR) line, with VIA Rail providing passenger service in easterly and westerly directions. The history of Hornepayne is closely tied to the railway, which continues to operate an active yard in the community.

Hornepayne's economy is focused in three distinct areas: forestry, transportation and local services. Residents of Hornepayne are still employed primarily in the forestry and railroad sectors. Hornepayne benefits from two

³⁴⁵ Hornepayne Economic Development Corporation. 2015. *Who We Are*. <http://hornepayne-edc.com/hedc-board-of-directors/> Accessed: June 2015.

major and relatively stable employers within the community, CN Rail and the Olav Haavaldsrud Timber Company. In 2010, the community was hard hit by the closure of the Hornepayne Town Centre, which was a major employer and center of the community. The closure impacted employment and the availability of social and recreational programs for residents; however, the community has remained resilient. Tourism is another seasonal segment of the local economy due to the community's location and reputation as a tourist destination for outdoor activities.³⁴⁶

Forestry is recovering in the local economy, and timber supplies are managed by the Nawiinginokiima Forest Management Corporation (NPMC)³⁴⁷. Nawiinginokiima is an Ojibway word that means "working together." NPMC was established to operate within a defined management area that includes the communities of the Ojibways of the Pic River First Nation, Pic Mobert First Nation, Hornepayne Aboriginal community, Manitouwadge, Marathon, Hornepayne, and White River. The area is comprised of four forest management units – Big Pic, Pic River, White River and Nagagami Forests (Hornepayne is located in the Nagagami Forest Management Unit (FMU)).

The Northeast Superior Forest Community (NSFC) was a regional partnership of Aboriginal and Non-Aboriginal communities with shared interests in forestry and sustainable economic development opportunities³⁴⁸. Projects focused on non-timber forest products, biomass/alternative energy, species at risk protection, forest-based youth education, cooperative development, ecotourism and traditional mapping. The NSFC included the six Aboriginal communities participating in the Northeast Superior Regional Chiefs' Forum and the six non-Aboriginal communities in the Northeast Superior Mayors Group:³⁴⁹ Brunswick House First Nation, Chapleau Cree First Nation, Hornepayne First Nation, Michipicoten First Nation, Missanabie Cree First Nation, Pic Mobert First Nation, Municipality of Wawa, Township of Chapleau, Township of Dubreuilville, Township of Hornepayne, Township of Manitouwadge, and Township of White River^{350,351}. The NSFC also included the communities of Albany Forks, Hawk Junction and Millwood. The NSFC (as of 2014) is in the process of wrapping up the group, its assets and activities.³⁵²

Hornepayne has a range of community facilities and services, including three elementary schools and one secondary school; the Hornepayne Community Hospital; and, recreational facilities including a community arena, tennis courts, library, gymnasium, cross country ski trails, baseball fields, and basketball courts. Residents and visitors are able to access natural areas including nearby Crown lands, parks and protected areas such as the Nagagamis Provincial Park and the Chapleau Crown Game Preserve.

³⁴⁶ Hornepayne Economic Development Corporation. 2009. *Hornepayne Community Profile 2009*. Prepared for the Township of Hornepayne.

³⁴⁷ Nawiinginokiima Forest Management Corporation. 2014. *About NPMC – Overview*. Website: <http://www.npmforestry.ca/about.aspx>. Accessed: February 2014.

³⁴⁸ Northeast Superior Forest Community. n.d. *About NSFC*. Website: <http://www.nsfca.ca/nsfc/about-nsfc>. Accessed: October 2013.

³⁴⁹ *Ibid.*

³⁵⁰ Northeast Superior Forest Community. n.d. *Our Communities and Our Region*. Website: <http://www.nsfca.ca/nsfc/about-nsfc/our-communities-and-our-region>. Accessed: October 2013.

³⁵¹ Northeast Superior Forest Community. n.d. *Northeast Superior Regional Chiefs' Forum*. Prepared for the Northeast Superior Chiefs' Forum and Superior East Community Futures Development Corporation.

³⁵² *This information was obtained from Manitouwadge community discussions February 2014.*

The Township has a number of working relationships with surrounding communities and First Nations through its participation in a number of regional partnerships, including the Northeast Superior Mayors' Group, the Nawiinginokiima Forest Management Corporation, and the former Northeast Superior Forest community. Hornepayne is a member of the Nagagami Forest Local Citizens Committee (LCC), as is the Hornepayne First Nation. The LCC represents the public, known users and other interests in the FMU, making recommendations regarding land use to the MNRF.

APPENDIX A: BIBLIOGRAPHY

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