



The Municipality of Temagami

VISION TO ACTION STRATEGIC PLAN (2020- 2030) – EXECUTIVE SUMMARY

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Preamble

The Municipality of Temagami has unique characteristics that help define a path forward. The large seasonal population with the ability to influence the direction of council, well established land use “guardrails” that define what development can occur and where, large tracks of pristine wilderness and world recognition as a canoeing destination are all important consideration in the development of a strategic plan.

Temagami has experienced several negative economic development impacts over the past two and half decades with the loss of both major resource-based employers, the closure of a major government office, resulting in the outward migration of roughly 28% of its population. Yet the community is resilient and committed to recover and once again prosper.

During the consultation process much discussion occurred around the return of the resource-based economy to the community and the “lunch pail” jobs that were the driving economic sector. Although a concerted effort was made in the early 2000’s to establish a tier two, value-added saw mill, it ultimately did not succeed and the jobs created were eventually lost, resulting a further population decline.

While it is true that some small-scale, value-added opportunities may exist in the natural-resource sector, evidence would suggest that any large-scale development will be challenging. As a result, the Municipality of Temagami should consider a “re-branding” that focuses less on its mining and forestry heritage and fully embraces the huge economic potential within the broad tourism sector. The Temagami area has a world-renowned reputation for canoeing and pristine nature tourism. This is evident by the numerous lodges and youth camps on Lake Temagami and surrounding lake. The Municipality should work towards maximizing its assets to leverage tourism investment and move towards becoming the true service center catering to the touring public.

Finally, community leadership will be required to reduce the polarization that exists within the communities that make up Temagami. Concerted efforts will be required to engage those that feel resentment to others, including seasonal and permanent residents. Further, meaningful and respectful engagement with the area aboriginal population will be a pre-requisite for any successful implementation of this plan.



VISION

“We, the community of Temagami, through this 10-year economic strategic plan, aspire to be the community of choice for ourselves and future generations.

We will achieve our vision through a healthy economy that respects the natural environment and builds on our tourism and natural resource heritage and sustainable secondary business sectors and vital neighbourhoods.

We will preserve and cherish our rich cultural roots, work collaboratively with our aboriginal neighbours and celebrate the diversity of our people.”

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SUMMARY

Purpose:

The purpose of the Temagami Strategic Plan is to provide the municipality with a structured approach to achieving the long term (10 year) goals of the community, local stakeholders, and agencies. The Plan is a living document that builds on the work already being conducted locally and within the region, but gives clarity to the specific roles that Council and the community can play.

In the preparation of any good plan, information that can be validated and represents the interests of numerous individuals and sectors must be taken into consideration. It is in accordance with this belief that Commerce Management Group undertook an extensive consultation process that began with an initial public meeting on August 24th to which residents were invited to participate in a structured information gathering exercise. Information was subsequently assessed to better understand the values and assets that are important to the residents. This exercised identify additional residents that may be interested in providing thoughts about Temagami and potential future growth opportunities.

The consultant subsequently arranged for face-to-face discussions where feasible and arranged for teleconference meetings with groups that wanted input but for the most part left the area for the winter. In all, over 60 residents met with the consulting team or submitted written submissions that have provided valuable information for the strategic plan.

In addition to the foregoing, the consultants undertook a detailed literature review of published plans that impact Temagami and consulted further with several provincial ministries and federal departments to determine levels of support for improving the economic development opportunities going forward.

A graphic depiction of the development of this plan is provided below.

SUMMARY



Economic Goals and Objectives:

The goals and objectives of this strategic plan are to ensure that a prosperous community is present for the current and future generations of Temagami residents. Growth is often a slow and complex process, which benefits from the vision, governance and resources of government. To grow more jobs and employment opportunities, it is necessary for leadership in Temagami to create the environment where private sector has confidence in investing. To that end the goals and objectives of this Plan include:

- Supporting the economic growth and competitiveness of Temagami and area businesses through the efficient provision of municipal services and through an equitable and transparent tax levy.
- Validating Temagami as a leader in resource-based, nature tourism.
- Establishing Temagami as a center for environmental stewardship for any new or expanded opportunities.
- Achieving controlled economic diversification without compromise to the core elements of the existing economic structure.

SUMMARY

- Creating development catalysts to encourage private sector investment and job creation.
- Ensuring adequate infrastructure is available to support growth and development.
- Assisting and working through local economic development agencies to avoid duplication in sponsoring growth and development.
- Increasing the participation of the First Nation's community in all aspects of the economy and its various sectors.
- Achieving long term sustainable growth without compromising the common values shared by all residents of the Town of Temagami.

Our Common Values:

The development of the Temagami strategic plan and its game plan is structured on a platform of common values shared by individuals, agencies and businesses in Temagami. These values also lend themselves to encourage meaningful inclusion of the Temagami First Nation as the plan is implemented.

The following are some of the core values which were expressed during the consultation process:

- Public safety supersedes all economic needs.
- All new development to be vetted through an "environmental lens" and sound, scientifically proven mitigation initiated for any and all potential environmental impacts.
- All Crown land development will respect our Duty to Consult and accommodate our neighbouring First Nations.
- 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 Temagami economic structure, and competitiveness is defined and achieved through standard market conditions without government interference.
- The natural resource-based industries, including tourism, forestry, and mining are the economic foundation on which Temagami has been developed and value-added development will ensure prosperity and a stable future.
- All sectors must work harmoniously to preserve existing businesses and facilitate the development of new opportunities.
- The cultural diversity of the local area is an integral part of the Temagami community and its future.

SUMMARY

Vision Statement

The vision builds on identified shared core values and is what guides the development of the Strategic Plan. It is meant to inspire residents, employees, and stakeholders in attaining the wants and needs of Temagami within the 2020-2030 planning horizon.

“We, the community of Temagami, through this 10-year economic strategic plan, aspire to be the community of choice for ourselves and future generations.

We will achieve our vision through a healthy economy that respects the natural environment and builds on our tourism and natural resource heritage and sustainable secondary business sectors and vital neighbourhoods.

We will preserve and cherish our rich cultural roots, work collaboratively with our aboriginal neighbours and celebrate the diversity of our people.”

SUMMARY

The Temagami Strategic Plan:

The Temagami strategic plan is used to support the vision through policy, municipal wide programs, and collaborative efforts. A four-pronged strategic approach has been developed, each with action items that are within the existing Council's mandate. Three different implementation timelines are identified: short-term actions in the first three years, followed by medium-term actions (years 4 through 5) and long-term actions (years 6 to 10).

The following summary table is intended to depict the priority of each action item. It should be noted that beyond year 3 of the plan it may be necessary to reevaluate the recommended actions in the medium and long-terms. This could be due to potential funding opportunities, the Municipality's annual budget, expressions of interest from partners or others to implement a specific action item, and changes in the strategic directions from the next Council.

Strategic Goal		Action Item	Short-term (within next 3 years)	Medium-term (within next 5 years)	Long-term (within next 10 years)
1	Focus Council's Processes and Assets	Provide Clear Planning and Zoning Guidance	X		
		Beautification of Highway 11 Corridor through the Village		X	
		Provide Leadership and Planning Support for the former Sherman Mine Site		X	
		Mandate Economic Development Entity	X		
		Communicate the Plan and Create a Pride Campaign	X		
		Liberate Municipal Assets to Support Specific Economic Development Activities		X	
2	Collaborating by Forging Partnerships at Regional and Provincial Levels	Develop a Co-operative Network Among Local Governments in the Region			X
		Develop a Distinctive Regional Branding and Marketing Platform		X	
		Establish Accountability Measures to Evaluate Success and Performance of Provincial and Federal Small Business Initiatives	X		
		Contribute to a Coherent Regional Development Strategy		X	
		Develop World-Class Infrastructure and Services to Support the Economic Strategy			X
		Collaborate with Other Lead Agencies Delivering Economic Projects	X		

SUMMARY

Strategic Goal		Action Item	Short-term (within next 3 years)	Medium-term (within next 5 years)	Long-term (within next 10 years)
3	Supporting Target Business Sectors	Foster Development of Value-Added Forest Manufacturing Industry		X	
		Support the Development of Tourism	X	X	X
		Support Mining Exploration and Assist Existing Projects	X		
		Investigate Agriculture and Aquaculture opportunities		X	
		Support the Development of the Health and Elderly Services Industry		X	
		Support the Development of the Education Sector and the Expansion of Trade Apprenticeship Programs		X	
		Encourage the Growth of the Industrial Support Sector		X	
		Encourage Retail Enterprises and Small Service Businesses	X		
4	Develop Social Infrastructure and a High Quality of Life	Provide Leadership and Vision	X		
		Actively Facilitate the Formation and Expansions of Not-For-Profit Enterprises		X	
		Provide Appropriate Community Facilities			X
		Develop a Sustainable Community Program			X
		Facilitate the Growth and Maintenance of the Community Sector		X	

STRATEGIC GOALS AND ACTION ITEMS

To achieve its economic development goals and objectives, Council, through this Vision to Action planning initiative will undertake a four-pronged strategic plan.

Strategy One – Focus Council’s Processes and Assets

The first strategy revolves around focusing Council’s processes and liberating assets to support the growth of the Town and by extension, the regional economy, by delivering customer oriented, outcome-driven works and services. This prong of the strategy recognizes that effective and efficient local government provides and gives an economy a competitive edge.

Strategy Two – Collaborating by Forging Partnerships at Regional and Provincial Levels

The second strategy entails collaborating with other stakeholders, when appropriate, to deliver outcomes beyond the individual capability and resources of local institutions, by forging partnerships at a regional and provincial level. This recognizes that economies transcend immediate municipal boundaries and that regional collaboration achieves more than individual efforts.

Strategy Three – Supporting Business Sectors

The third strategy is concerned with supporting and encouraging the development of select business sectors, such as value-added tourism, and meaningful partnerships with the area First Nation initiatives. This recognizes that competitive economies need strong drivers, partnership collaboration and diverse sectors.

STRATEGIC GOALS AND ACTION ITEMS

Strategy Four – Develop Social Infrastructure and a High Quality of Life

The fourth strategy focuses on developing social capital and high quality of life (including quality environmental, recreational and public space) to facilitate and support economic development by providing leadership, planning and governance. This recognizes that a healthy, educated, and mobile workforce is a critical ingredient of a competitive economy.

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STRATEGY ONE – FOCUS COUNCIL’S PROCESSES AND ASSETS

<i>STRATEGY ONE – involves directing Council’s resources, assets and processes to support economic development and investment</i>		
Action Item: Provide Clear Planning and Zoning Guidance		
A stable and predictable planning environment is a key pre-condition for leadership in economic development. It is critical that there be a long-term perspective for development in Temagami, to ensure that there is sufficient services and infrastructure for future economic development and that there are clear development controls and appropriately designed physical environments to support growth. This is imperative for any potential redevelopment of properties within the community that about Lake Temagami.		
<u>Game Plan Requirements:</u>		
<ul style="list-style-type: none"> ➤ Ensure the strategic plan is evaluated annually and updated as needed. ➤ Appoint and maintain Council representation on community development organizations. ➤ Update and maintain the Town’s web site and employ this vehicle to promote economic development. ➤ Council should adopt recommendations in the previous Investment Readiness Assessment regarding updating the web. ➤ Update both the Official Plan and Asset Management Plan and make plans available on-line. Plans should be “forward thinking” so as not to impede future development. ➤ Promote and communicate Council’s Strategic plan. ➤ Develop publications on small business licensing, permits and protocol checklists by individual sector (e.g. restaurant, home-based business, tavern, etc.). 		
Champion:	Council supported by Economic Development Entity, and Qualified Professional	

STRATEGY ONE – FOCUS COUNCIL’S PROCESSES AND ASSETS

STRATEGY ONE – involves directing Council’s resources, assets and processes to support economic development and investment

Action Item: Beautification of Highway 11 Corridor in the Village

Temagami’s Highway 11 corridor and its waterfront area is a critical element of the Town’s image and its ability to draw transient traffic into the community. It is necessary for business retention and to encourage tourism flow that the physical environment of this commercial area be improved. Existing assets and public investments need to be optimally utilized.

Game Plan Requirements:

- Develop a façade improvement campaign with operating and accountability guideline.
- Prepare a comprehensive Community Improvement Plan (CIP) that will allow for incentives to improve the community core.
- Explore programming options, in addition to a CIP, to encourage private building owners to upgrade and enhance building façades.
- Explore public and private sector development partnerships with tourist operators, potential investors and the Temagami First Nation.
- Consider acquiring surplus Infrastructure Ontario properties for redevelopment potential.
- Explore relocation of municipal office and seek development tenders for this waterfront site.
- Where possible, secure external public resources for priority projects
- Explore redevelopment opportunities for commercial shoreline development of the MNRF lands.



Champion:	Economic Development Entity, and Qualified Professional
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STRATEGY ONE – FOCUS COUNCIL’S PROCESSES AND ASSETS

STRATEGY ONE – involves directing Council’s resources, assets and processes to support economic development and investment

Action Item: Provide Leadership and Planning Support for the Former Sherman Mine Site

Council should adopt tactics to ensure that lots that have been sold are developed in a timely manner.

Game Plan Requirements:

- Develop site policy and accountability guidelines.
- Undertake a fiscal feasibility analysis to determine potential sale of lots, services and take-up rate.
- Promote this site to external audiences through web site and site locator channels.
- Champion access to external government funding support



Champion:	Economic Development Entity supported by Planning Department, and Qualified Professional	
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STRATEGY ONE – FOCUS COUNCIL’S PROCESSES AND ASSETS

STRATEGY ONE – involves directing Council’s resources, assets and processes to support economic development and investment

Action Item: Mandate Economic Development Entity

The re-establishment of a focused, economic development mandated organization, is a tangible vehicle to execute Council’s strategic plan. This organization can be used as a vehicle to leverage external government funding and in partnership with other partners, it can realize unique programming on behalf of Council.

Game Plan Requirements:

- Ensure broad community representation and economic sector participation in the development of this economic development entity.
- Encourage the inclusion of the Temagami First Nation.
- Leverage the professional expertise that resides with many seasonal residents.
- Maintain and publish a regular “state of the local economy” newsletter for local distribution.
- Create a lobby committee to represent the interests of specific economic sectors at regional and provincial levels.
- Create investment request response protocols.
- Undertake feasibility assessments to further develop certain tourism assets under the control of Council.
- Maintain awareness of emerging opportunities in the resource extraction/value-added sector.

Champion:	Mayor and Council supported by Economic Development Entity, and Qualified Professional
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STRATEGY ONE – FOCUS COUNCIL’S PROCESSES AND ASSETS

<i>STRATEGY ONE – involves directing Council’s resources, assets and processes to support economic development and investment</i>	
Action Item: Communicate the Plan and Create a Pride Campaign	
The need to create awareness of Council’s strategic planning initiative is instrumental to the plan being adopted by related agencies and like-minded organizations. In addition, community pride and awareness of the importance of individual economic sectors to enhances the quality of life for area residents are often the best means of ensuring the long-term participation of community champions and the success of the overall strategic plan.	
Game Plan Requirements:	
<ul style="list-style-type: none"> ➤ Develop and test a community pride campaign. ➤ Contribute to the preparation and implementation of a local marketing plan. ➤ Publish regular newsletters on tourism and economic development functions. ➤ Market Temagami through media exposure, web-based initiatives, FAM tours and editorials. ➤ Develop marketing and impact awareness strategies for specific economic sectors: Tourism, Health, Retail/Commercial ➤ Develop annual tracking and survey structure to assess local participation and resident satisfaction. 	
Champion:	Economic Development Entity supported by Chamber of Commerce

STRATEGY ONE – FOCUS COUNCIL’S PROCESSES AND ASSETS

<i>STRATEGY ONE – involves directing Council’s resources, assets and processes to support economic development and investment</i>		
Action Item: Deploy Council Assets to Support Specific Economic Development Activities		
When used in an optimal and judicious fashion, the resources and assets that Council has at its command can often be used to unlock forms of economic activity and investment that would not have otherwise been attained. The potential is particularly evident in relation to assets under Council’s control.		
Game Plan Requirements:		
<ul style="list-style-type: none"> ➤ Support cultural development activities and events that utilize and revitalize Council assets. ➤ Create partnership for development of multi-use trails, in the Town of Temagami and to other communities. ➤ Develop “way finding” signage for better access to tourism assets ➤ Undertake professional assessments for the best end use of targeted municipal buildings, underutilized public assets and facilities. ➤ Ensure municipal information related to investment readiness for land development and building acquisition is publicly available via an enhanced web site. 		
Champion:	Economic Development Entity supported by Planning staff, and Qualified Professional	

STRATEGY TWO – COLLABORATING BY FORGING PARTNERSHIPS AT REGIONAL AND PROVINCIAL LEVELS

STRATEGY TWO – is focused on collaborating with local and regional stakeholders to deliver outcomes that are beyond the individual capabilities of local institutions.

Action Item: Develop a Co-operative Network Among Local Governments in the Region

A cornerstone of effective regional development is the ability of local institutions to act together to promote and market a region’s uniqueness, and to lobby political support for special projects and cultivate investments. The focus of such co-operative network for Temagami should be to attract new investment to the community and area, by supporting specific clusters and facilitating new enterprise development from within the region. To do this, it will be necessary to share resources and expertise and to build a common policy and approach towards attracting investments.

Game Plan Requirements:

- Initiate the development of regional policy on issues such as tourism marketing, incentives, sustainability, health and ageing services.
- Co-operatively initiate regional development and economic clustering strategies to ensure maximum utilization of resources and assets and reduce to the extent possible duplication of effort within the area.

Champion:	Economic Development Entity supported by Council
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STRATEGY TWO – COLLABORATING BY FORGING PARTNERSHIPS AT REGIONAL AND PROVINCIAL LEVELS

STRATEGY TWO – is focused on collaborating with local and regional stakeholders to deliver outcomes that are beyond the individual capabilities of local institutions.

Action Item: Develop a Distinctive Regional Branding and Marketing Platform

To successfully foster acceptance of major economic sector development, Temagami and its regional partners need to match clearly marketed investment opportunities with specific target markets. To achieve this, it is necessary to develop a commonly agreed upon and supported local branding, and to promote and market those opportunities to the appropriate audience.

Game Plan Requirements:

- Undertake collaborative efforts with government agencies (NOHFC, FedNor, etc.) and the local Chamber of Commerce to focus development efforts on priority sectors.
- Tie promotional efforts to local branding for consistency
- Develop commercial opportunities for products and services supporting sector specific development and professionally market these opportunities through social media platforms.
- Create media attention to effectively communicate identified opportunities and the willingness of the community to aid in the establishment of these ventures.

Champion:	Economic Development Entity supported by Council
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STRATEGY TWO – COLLABORATING BY FORGING PARTNERSHIPS AT REGIONAL AND PROVINCIAL LEVELS

STRATEGY TWO – is focused on collaborating with local and regional stakeholders to deliver outcomes that are beyond the individual capabilities of local institutions.

Action Item: Establish Accountability Measures to Evaluate Success and Performance of Provincial and Federal Small Business Initiatives.

Through a variety of programs, the provincial and federal governments undertake the establishment of initiatives to support grass root economic development. However, such programs are often delivered by individuals and/or agencies located outside of the area. In order to determine the effectiveness of these initiatives, it is essential to understand the presence of and specific mandate of these initiatives and to develop accountability measures to assure proper delivery to the area stakeholders.

Game Plan Requirements:

- Define service delivery frameworks applicable to Temagami through Federal/Provincial government initiatives and private sector programming
- Streamline and facilitate application processes on behalf of Temagami stakeholders to relevant programs.
- Maintain database and participate in annual program review processes undertaken by supporting agencies.

Champion:	Economic Development Entity supported by Mayor and Council
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STRATEGY TWO – COLLABORATING BY FORGING PARTNERSHIPS AT REGIONAL AND PROVINCIAL LEVELS

STRATEGY TWO – is focused on collaborating with local and regional stakeholders to deliver outcomes that are beyond the individual capabilities of local institutions.

Action Item: Contribute to a Coherent Regional Economic Development Strategy

Insofar as economies transcend local government boundaries, Temagami’s economic future hinges in part upon the successful development of the region. A coherent Regional Economic Strategy and action plan is a key instrument in the process of attracting investment. It is necessary to ensure that Temagami’s approach to development is respectful of other interests in the area, including those of the Temagami First Nation and insures the integration of strategic sectors within the region.

Game Plan Requirements:

- Use NEOMA to ensure that the role of local government and Temagami in particular, is recognized in regional and provincial activities.
- Launch the Temagami Economic Strategy and communicate the plan to municipalities along the Highway 11 corridor.
- Solicit provincial and federal political support for the launch of the strategic plan.
- Develop protocols for sharing economic development opportunities with the area First Nation.

Champion:	Mayor and Council supported by Economic Development Entity
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STRATEGY TWO – COLLABORATING BY FORGING PARTNERSHIPS AT REGIONAL AND PROVINCIAL LEVELS

STRATEGY TWO – is focused on collaborating with local and regional stakeholders to deliver outcomes that are beyond the individual capabilities of local institutions.

Action Item: Develop World-Class Infrastructure and Services to Support the Economic Strategy

Although not sufficient in themselves, a sound infrastructure base and a cohesive society are key pre-conditions for investment. One of the main arenas of local government activity is to ensure that infrastructure is in place to support an inclusive and competitive economy. The role of local government is also to provide adequate planning, consultation and support for infrastructure development, and to contribute to its funding, management and promotion in appropriate ways. In view of the importance of tourism to the area, investment in road access, green space, public parks and tourism catalysts is essential.

Game Plan Requirements:

- Become proactive in the solicitation of priority projects for infrastructure development
- Employ planning tools and by-laws to provide common theme and development elements for tourism branding.
- Undertake the development of an ecological park within Town limits to be used as a catalyst for tourism development opportunities.
- Encourage local arts program for streetscape highlights
- Assess signage programs within Temagami and draw points on Highway 11 and Highway 17.
- Finalize access to high speed internet and broadband.

Champion:	Council supported by Planning staff and Economic Development Entity
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STRATEGY TWO – COLLABORATING BY FORGING PARTNERSHIPS AT REGIONAL AND PROVINCIAL LEVELS

STRATEGY TWO – is focused on collaborating with local and regional stakeholders to deliver outcomes that are beyond the individual capabilities of local institutions.

Action Item: Collaborate with Other Lead Agencies Delivering Economic Projects

Council is able to collaborate with, support and add value to area initiatives relating to social infrastructure and development opportunities.

Game Plan Requirements:

- Explore joint initiatives with Temagami First Nation to access funding for delivery of economic development services.
- Provide support and encourage educational facilities, including colleges and universities to develop research programs that profile Temagami's unique natural resources stewardship.
- Work with lead Ministries and Departments to explore opportunities to develop small value-added opportunities for wood products, agriculture, tourism supply and services, and culture.

Champion:

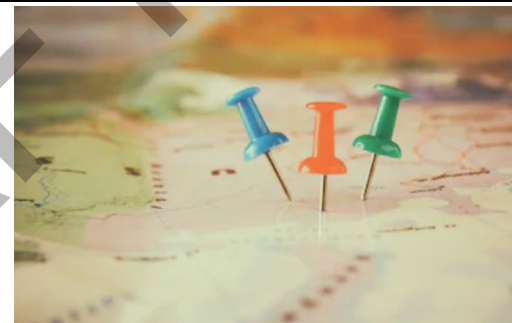
Economic Development Entity

STRATEGY THREE – SUPPORTING TARGET BUSINESS SECTORS

STRATEGY THREE – is focused on providing specialized support for select business and tourism sectors. It is clear that Temagami’s long-term prosperity rests with its ability to balance economic activity amongst several sectors and move away from past heavy reliance on mining and forestry primary extraction activities and focus on value-added initiatives.

Action Item: Support the Full Spectrum of Tourism Opportunities

The tourism sector is regarded as probably the largest and fastest growing employment sector in the world. Temagami has a long history of attracting recreational tourist dating back to the early 1900’s. Developing new attractions and recreational opportunities will provide greater exposure to a domestic and international market that is eager to experience wilderness adventure and aboriginal culture. Temagami must harness and focus the contribution of local, regional, provincial and federal agencies and the private sector to develop tourism products and market the area. Tourism should be a priority sector for Council and the subject of specific detailed marketing strategies and undertakings.



Game Plan Requirements:

- Undertake a specific development plan for tourism assets within the control of Council
- Incorporate the development and revitalization of the train station into the Highway 11 corridor beautification project.
- Encourage partnerships between First Nations, private sector and Temagami for the specific purpose of an in-town interpretive centre.
- Structure a tracking and follow-up marketing campaign to callers and visitors accessing the Chamber office.
- Consider a toll-free number to be prominently displayed on the town’s web site, and tourism signage.
- Create a marketing and service delivery partnership with tourism marketing and development agencies (e.g. Destination Northern Ontario)
- Explore development opportunities for new accommodation inventory in the community.
- Create marketing and development links with the area outfitters, lodges, etc.

STRATEGY THREE – SUPPORTING TARGET BUSINESS SECTORS

- Explore the viability of a voluntary room surcharge on area accommodation operators and use revenues for contrived tourism marketing campaign.
- Encourage private sector development of commercial opportunities that will draw the travelling public.
- Develop tactics that target the Temagami Lake Access road traffic that will encourage visitation into the town of Temagami.
- Focus marketing campaign and orient municipal signage infrastructure towards tourism promotion and Temagami’s ecological sustainability.
- Expand on events and activities to encourage increased day traffic and single night travel activities.
- In partnership with the Temagami First Nation develop a Cultural/Heritage Museum to promote the aboriginal history in the area.

Champion:	Economic Development Entity supported by TLA and Chamber
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STRATEGY THREE – SUPPORTING TARGET BUSINESS SECTORS

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Action Item: Foster Development of Value-Added Forest Manufacturing Industry

The local assets found in the community, in terms of skills, knowledge and ability, lend themselves to the creation and natural placement of a targeted value-added industry. Encourage entrepreneurs through a specific development and awareness campaign, employing related educational and support services aids to offset development risks for such entrepreneurs.

Game Plan Requirements:

- Work with the MNRF, through their economic development mandate, to identify significant and low risk market entry products.
- Form joint initiatives with Temagami First Nation to investigate opportunities for “non-merchantable” timber.
- Investigate securing a small fibre supply through “business-to-business” arrangements for small scale, value-added opportunities.
- Complete an assessment of similar communities in other areas, which have advanced secondary manufacturing industries, and analyze local gaps that are identified.
- Solicit private sector, provincial and federal development agencies to sponsor a risk capital pool, unique to the area and for the express purpose of stimulating micro value-added opportunities.

Champion:	Mayor supported by Economic Development Entity
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STRATEGY THREE – SUPPORTING TARGET BUSINESS SECTORS

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Action Item: Support Mining Exploration and Assist Existing Projects

Although mining, as we have come to know it has not been part of the local economy for over two decades, recent advances in the exploration of industrial minerals presents a tangible opportunity for establishing a mining operation. Support and aid through a focused effort, and championed by Council may result in advancing a project to commercialization.

Game Plan Requirements:

- Engage with the Ministry of Energy, Northern Development and Mines to encourage the release of Crown lands in the immediate area for further exploration.
- Communicate with existing exploration companies and seek participation in the developmental process.
- Historically, most new mineral discoveries occur close to known deposits, Council should consider marketing the industrial site at the former Sherman mine to potential exploration companies.

Champion:	Mayor supported by Economic Development Entity
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STRATEGY THREE – SUPPORTING TARGET BUSINESS SECTORS

STRATEGY THREE – is focused on providing specialized support for select business and tourism sectors. It is clear that Temagami’s long-term prosperity rests with its ability to balance economic activity amongst several sectors and move away from past heavy reliance on mining and forestry primary extraction activities and focus on value-added initiatives.

Action Item: Investigate Agriculture and Aquaculture Opportunities

Although not a strong contributor to Temagami’s economy, the agricultural sector may present opportunities for developing small scale businesses that can utilize locally grown products. Small micro production facilities that are appropriately branded and marketed have been successful in many Northern Ontario communities.

Game Plan Requirements:

- Complete an inventory of municipally owned lands with agriculture potential.
- Evaluate options of combining parcels as a means for development, and offering such lands for sale by public tender, with marketing to domestic and international investors.
- Council should consider all agriculture sectors and not just traditional products normally found in the southern part of the Clay-belt. This could include, hemp production for fibers, berry crops for beverages, saps and sugars from trees, etc.
- Council should investigate opportunities that utilize its superior water quality resources including “branded” beverage development.

Champion:	Planning Staff supported by Economic Development Entity
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STRATEGY THREE – SUPPORTING TARGET BUSINESS SECTORS

STRATEGY THREE – is focused on providing specialized support for select business and tourism sectors. It is clear that Temagami’s long-term prosperity rests with its ability to balance economic activity amongst several sectors and move away from past heavy reliance on mining and forestry primary extraction activities and focus on value-added initiatives.

Action Item: Support the Development of the Health and Elderly Services Industry

Au Chateau, Temagami Senior Home Supports provides older adults, and adults with disabilities help to remain independent in their own homes for as long as possible by offering a variety of program and services. The Temagami Family Health Team is a group of health professionals working to provide the best possible primary care services for your health needs. The health sector has demonstrated that it has high employment intensity and job diversity, which in turn produces a strong multiplier effect throughout the economy. There is potential to deepen and widen the economic benefits of the health sector through the collaborative efforts of health institutions, local government and private sector.

Game Plan Requirements:

- Ensure that opportunities for new medical, support services and housing services aimed at an ageing population are pursued.
- Work with the senior support network to consider options for ageing in place that can extend one’s time in their home.
- Look into options to convert single family units into multiple family units for seniors with an eye to freeing up some much-needed housing stock.
- Investigate and support new health sector industries based on unique opportunities in Temagami.
- Create awareness and develop promotional materials in partnership with the private sector on healing and wellness opportunities within Temagami.

Champion:

Council supported by Economic Development Entity

STRATEGY THREE – SUPPORTING TARGET BUSINESS SECTORS

STRATEGY THREE – is focused on providing specialized support for select business and tourism sectors. It is clear that Temagami’s long-term prosperity rests with its ability to balance economic activity amongst several sectors and move away from past heavy reliance on mining and forestry primary extraction activities and focus on value-added initiatives.

Action Item: Support the Development of the Education Sector and the Expansion of Trade Apprenticeship Programs

Temagami Council should consider a “reverse” distant education option for entrepreneurial development in multiple sectors. Instead of having potential “students” travel to facilities or take traditional distant education program numerous institutions are bringing the classroom to the communities. In this manner customized training can occur on site and possibly attract interest from the region.

Game Plan Requirements:

- Work with the various post-secondary institutions in the area to ensure an increased presence and contribution to the local economy.
- In partnership with the priority economic sectors in the area discuss having on-site training for individuals seeking to upgrade or develop new skills to better compete and/or develop new initiatives.
- Partner with the local education authority for appropriate training space if needed
- Actively participate in educational planning exercises.
- Support and encourage the development of relevant formal educational and training opportunities that will provide people with the skills that are required to attract job creation and investment opportunities.

Champion:	Council supported by Economic Development Entity
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Action Item: Encourage the Growth of the Industrial Support Sector

The Temagami industrial support sector has contracted significantly following the loss of its two primary industries. To the extent possible, consideration should be given by local enterprises to jointly bid to supply specific goods and services to larger contractors in the area. This holds true as well for the movement of goods and services for island-based opportunities.

Game Plan Requirements:

- Identify significant contractors who are not local operators and provide encouragement for procurement from within the community.
- Promote the availability of local suppliers of goods and services routinely in demand by contractors.
- Ensure that municipally controlled agencies hold a “buy local” policy.

Champion:	Economic Development Entity
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Action Item: Encourage Retail Enterprises and Small Service Businesses

To the extent possible Temagami Council needs to promote a “shop local” campaign in order to retain retail and service businesses on a year-round basis. Where appropriate and eligible, council should look at incentives for residents to encourage them to reduce the “leakage” to businesses outside the area. Growth of this sector is important to the overall well-being of the economy and in particular, to support broad initiatives in tourism where the merchandise and services of small, unique retailers are an essential ingredient to the success of these initiatives.

Game Plan Requirements:

- Officially recognize the validity, importance and benefits of small business to the community’s economic structure.
- Incorporate adequate parking and safe pedestrian crossing into the beautification of Highway 11 and the waterfront area.
- Assure an aid program (CIP) is available to building owners to update and modernize façades along the Highway 11 corridor through the town.
- Support business owners and the not-for-profit sector to access public funds to expand or modernize their operations.
- Council should take a more pronounced and rigid position with vacant and non-compliant buildings.
- Work with all merchants to create tourism links.
- Undertake to review the willingness and potential benefits of employing common themes based on an overall tourism marketing strategy adopted by the community.
- If not already in place, create compliance templates for licensing and permitting requirements for new and expanding small businesses.
- Encourage the Chamber to create workshops for succession planning.
- Review municipal policies on home-based businesses for appropriateness in the electronic age.

Champion:	Mayor and Council supported by Economic Development Entity
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STRATEGY FOUR – DEVELOP SOCIAL INFRASTRUCTURE AND HIGH QUALITY OF LIFE

STRATEGY FOUR – is focused on building up Temagami’s social capital, that is to say, its people, their skills and social facilities, in addition to developing a high quality of life through leadership, planning and good governance.

Action Item: Provide Leadership and Vision

Community and business confidence can be strongly influenced by the leadership and direction set by elected Council and the professionalism of the Council’s organization. As a lead agency, it is incumbent on Council to provide clear strategic direction for the community, its residents and its many organizations.

Game Plan Requirements:

- Implement Council’s strategic vision and priority objectives.
- Monitor community attitudes towards performance of the strategic plan.
- Develop clear strategic direction statements and management plans.
- Forge community partnerships around key economic events and business sectors.
- Hold open and regular dialogue with the community and its business leaders.

Champion:	Mayor and Council
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Action Item: Actively Facilitate the Formation and Expansions of Not-For-Profit Enterprises

Council is uniquely placed to facilitate and promote community-based enterprises. Examples include: facilitating and supporting the establishment of networks through which business operators can market themselves and come into contact with other businesses; managing the public environment in a way that is conducive to the formation of economic markets that local enterprises can tap into; and making it predictable for business operators to understand approval and licensing procedures.

Game Plan Requirements:

- Facilitate tourism business networking and marketing through engagement with provincial tourism marketing and development agencies: RTO-13a, Destination Northern Ontario, Ministry of Tourism, Culture and Sport.
- Consider the development of a local hospitality association.
- Encourage business owners to understand the services at their disposal as presented by various groups.
- Lobby development agencies (FedNor, NOHFC, etc.) to increase services to community businesses and entrepreneurs.

Champion:	Economic Development Entity
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Action Item: Provide Appropriate Community Facilities

The provision of community infrastructure is a core business of Council. A key requirement for economic development is a high-quality living environment that supplements an attractive business climate.

Game Plan Requirements:

- Ensure community services and facilities are relevant to the needs of Temagami.
- Manage the inventory of community facilities and maintain them at appropriate service levels.
- In partnership with related agencies (e.g. Chamber of Commerce), periodically investigate the satisfaction of the business community towards community services and facilities.

Champion:

Mayor and Council

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Action Item: Develop a Sustainable Community Program

Sustainability is about ensuring adequate consideration of social, environmental and economic matters during decision-making, so that the long-term interests of future generations of the community are protected. Sustainability is fundamental to maintaining a high-quality living and working environment. Through its policies, assets and services, Council is able to establish appropriate standards, regulations and monitoring mechanisms to ensure that the way of life for Temagami residents and businesses is capable of being sustained for future generations.

Game Plan Requirements:

- Target initiatives which provide potential training and employment for the long-term unemployed.
- Actively encourage the retention of youth.
- Educate local and regional businesses on Council’s vision of sustainability and the key elements of Temagami’s common values.
- Explore opportunities for long-term stable development.

Champion:	Mayor and Council supported by Economic Development Entity
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Action Item: Facilitate the Growth and Maintenance of the Community Sector

Quality public places and adequate infrastructure are catalysts for community economic development. In order to maximize the economic and social development benefits of public places and infrastructure, it is necessary to manage them as they are economic, social and environmental assets. The objective should be to optimize the overall “return” on public investment and assets. Developing and maintaining a sense of place, a community of concern and an environment of community responsibility are fundamental in order to attract investment and jobs and to encourage residents to remain.

Game Plan Requirements:

- Develop and implement policies governing a new economic development entity.
- Support and facilitate public events in public places – Canoe Festival, etc.
- Link public space (Highway 11 corridor beautification) to cultural/heritage, tourism campaign.
- Develop new public spaces and retrofit others as needed under a consistent and contrived theme that supports the general direction and implementation of the economic strategic plan.
- Investigate potential to develop revenue streams from Council controlled assets (Fire Tower, boat launch, etc.).

Champion:	Council supported by Planning staff and Economic Development Entity
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