

MUNICIPALITY OF TEMAGAMI

Draft Recreation Master Plan 2022

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Municipality of Temagami

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ACKNOWLEDGEMENTS

This report is a product of the vision and dedication of the Municipal Council and Recreation Master Plan Committee. Many thanks to the residents and community groups who enthusiastically provided valuable insights and opinions. The feedback has produced a plan that is forward thinking document and reflective of the needs of the Temagami community.

Municipal Council

Dan O'Mara – Mayor

Cathy Dwyer – Deputy Mayor

John Shymko – Councilor

John Harding – Councilor

Barret Leudke – Councilor

Jamie Koistinen – Councilor

Margaret Youngs – Councilor

Recreation Master Plan Committee

John Shymko – Councilor

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Local Community Groups:

Friends of Temagami

Temagami Lions Club

Living Temagami

Temagami Area Fish (TAFIP)

Temagami Chamber of Commerce

Temagami Family Health Team

Temagami Lakes Association

Temagami Legion Branch 408

Temagami Public Library

TABLE OF CONTENTS

1. INTRODUCTION
 - 1.1 Background Review
 - 1.2 Purpose
 - 1.3 Benefits
 - 1.4 Process Development Steps
2. TRENDS AND DEMOGRAPHICS
 - 2.1 Community Profile
 - 2.2 Community Trends
 - 2.3 Community Trends Related To Arena
3. INTERNAL ENGAGEMENT
 - 3.1 Recreation Master Plan Committee
4. COMMUNITY ENGAGEMENT
 - 4.1 Community Demographic
 - 4.2 Community Current Recreation
 - 4.3 Community Future Recreation
 - 4.4 Community Center/Arena Asset
5. ASSET INVENTORY
 - 5.1 Outdoor Facilities
 - 5.2 Indoor Facilities
 - 5.3 Equipment
 - 5.4 Facility Comparison
6. GUIDING PRINCIPLES
 - 6.1 Mission Statement and Vision
 - 6.2 Organizational Strategy
 - 6.3 Needs Assessment
 - 6.4 Persons with Disabilities
7. IMPLEMENTATION STRATEGY
 - 7.1 Departmental Role
 - 7.2 Communications Strategy
 - 7.3 Funding Opportunities
 - 7.4 Rates and Fees
 - 7.5 Programming Events and Activities
 - 7.6 Facilities
 - 7.7 Parks
 - 7.8 Arena / Outdoor Sports Complex
 - 7.9 Next Steps

APPENDIX A: COMMUNITY SURVEY RESULTS

Survey 1

Survey 2

APPENDIX B: RELATED DOCUMENTS

BY-LAW 20-1512 – User Fees

BY-LAW 20-1497 – Code of Conduct for Municipal Facilities

BY-LAW 16-1296 – Accessible Customer Service Policy

BY-LAW 10-921 – Municipal Facility Rental Policy

Terms of Reference – Recreation Master Plan Committee

Terms of Reference – Youth Advisory Committee

Municipality of Temagami Service Delivery Review

Steps to Develop Temagami's Recreation Master Plan

Implementation Workplans

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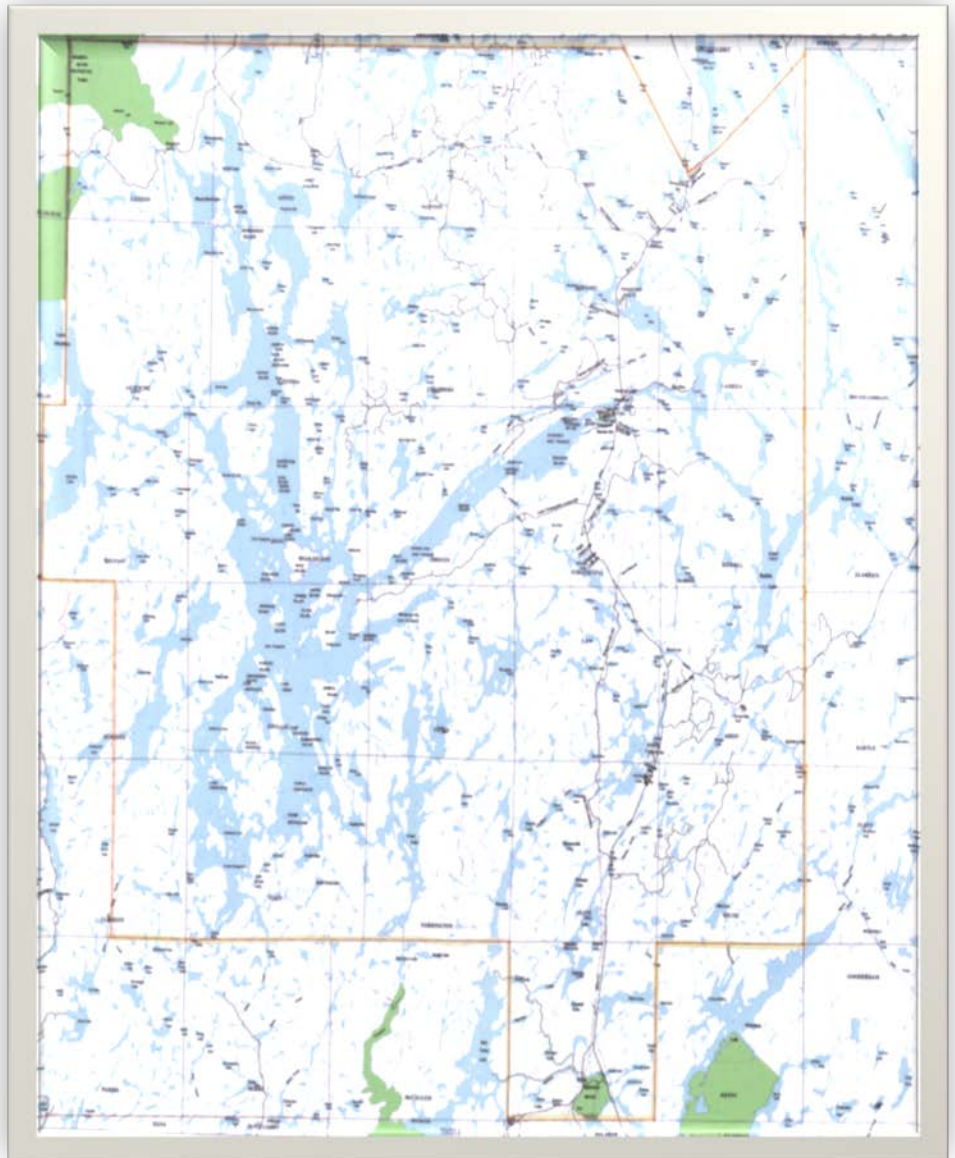
INTRODUCTION

1. INTRODUCTION

1.1. BACKGROUND REVIEW

The Municipality of Temagami is located in northeastern Ontario and is in the Nipissing District. It is located near Lake Temagami which draws tourists to its canoe routes, fishing and cottage vacationing. Temagami reported a population of 862 as of the latest 2021 census, which represented a 7.5% increase from 2016. This population is made up of full-time residents as well as non-residents who own property in the Municipality. The area has a significant seasonal population, as well as many seasonal tourists and visitors. Temagami occupies an area of 1906 km², three times the size of Toronto. The Municipality is commonly split into four communities: Temagami, Temagami North, Lake Temagami Community and Marten River. The Municipality envelopes an important Indigenous community, Temagami First Nation, located on Bear Island, Lake Temagami. The families of the Temagami First Nation have occupied the lands and waters in the Temagami area for thousands of years. Temagami First Nation and Teme-Augama Anishnabai each have their own Chief and Council and Bear Island includes 244 permanent residents. Temagami is a single-tier Municipality and provides residents with services such as: infrastructure, recreation, emergency services, waste collection, water and sewer services to name a few. Looking towards the future, Temagami wants to maintain a service portfolio that is reflective of fiscal responsibility, value to residents and meeting community needs.

Draft Recreation Master Plan 2022



1.2. PURPOSE

Temagami's Recreation Master Plan will identify the Municipality's high level needs and priorities. It will assist the Municipality and community members with providing parks, recreation, culture, facilities, programs and services for our community's residents to engage in meaningful social and physical activities while positioning the Municipality to attract visitors and investment in the community. A two-phase work plan should be employed in order to achieve a realistic implementable and community responsive Master Plan.

Recreation Initiatives

Temagami's Strategic Plan recommended establishing a Recreation Strategy Plan through a Recreation Working Committee, and that the Municipality review the possibility of establishing a Youth Advisory Committee. A Recreation Strategy is needed for the development of future recreation and leisure assets within the community. Within this strategy is contained a complete inventory of Temagami recreational and leisure assets and an archiving of needed information as to how these assets are managed and co-managed on behalf of the community's residents and visitors.

1.3 BENEFITS

Parks and recreation development benefit individuals and communities in the areas of health, the economy, and the environment. These benefits are indicators of a high quality of life, as studies represent a link between the physical, social and economic health of a community. There is a need for the community of Temagami to benefit from parks and recreation development as recreation has fallen through the cracks and has created an environment of obesity, poor health, social isolation, high infrastructure cost, and physical inactivity. Planning for parks and recreation can promote an active lifestyle, build healthy communities, lower health care and reduce transportation costs. The included information is supported by the Delaware Complete Communities Toolbox (hereafter referred to as "Toolbox").

Health Benefits

Parks and recreation are essential to personal health. Being active combats disease, reduces stress and depression and contributes to emotional and psychological well-being. Toolbox states that "physical activity is critical to good health, and parks provide a venue in which physical activity can occur." In addition, people exercise more when they have access to parks or other areas dedicated to exercise. Regular physical activity can improve health and reduce the risk of diseases such as heart

disease, hypertension, colon cancer, and diabetes. Exercise and active lifestyles can also provide psychological benefits, improve mental health, and alleviate symptoms of depression and anxiety.

Economic Benefits

Parks and recreation are essential to the local economy. Well planned parks and recreational facilities can be positive factors in economic development. Facilities and active transportation infrastructure can increase property values and job creation. Attracting individuals to the downtown regions can increase tourism and local businesses. Although economic benefits can be hard to measure, increase in factors, property value, tourism, health, and community unity, can be an indication.

Environmental Benefits

Parks and recreation areas are essential to the local environment through facilities and programming that encourage and represents conservation and environmental sustainability. Well planned facilities help conserve the natural resources and wildlife habitat, protect air and water quality, and preserve open space. Through parks and recreation, the community is encouraged to increase conservation and environmental need awareness. Environmental benefits include; healthy ecosystems, open space conservation, scenic vistas, and carbon reduction.

Social and Equity Benefits

Parks and recreation are essential to the local social and equity of the community. Well planned parks and recreation facilities provide all individuals with equal opportunity and bring people together to create community pride by connecting people to nature and to each other. Toolbox states that successful parks have four key qualities, they are:

- accessible
- allow people to engage in activities
- comfortable
- sociable places.

Socially, parks and recreation can affect individuals, families and the community. Individual benefits include reduced self-destructive behavior and negative social activities and increased social, creative, intellectual, spiritual and physical traits, skills, self-esteem and self-image. Family benefits include feelings of connectedness through shared interests and activities as a family. Socially, recreational facilities and programming provide a safe place for unsupervised children and youth, both before and after school, and growth opportunities for individuals with disabilities. Community benefits include

fostering an increased understanding between cultures, between leaders and between community members.

1.4 PROCESS DEVELOPMENT STEPS

Phase 1 - Gathering Information Research and consultation

Research will be complemented by community engagement with residents, stakeholders, Council and Municipal Staff. It involves the process to complete the documents, the needs of the community, polls, professional advice and any pertinent information that allows for time saved by not reinventing the wheel.

Background Review

It is assumed that much has been done by previous Councils. This information must be assembled and condensed to provide context to present recreational assets.

Trends and Demographics

This step includes taking an inventory regionally, provincially and federally, of community statistics, neighboring community statistics, visitor statistics and general trends in the public recreation field.

Community Engagement

This is how we engage our community. This can be achieved through interviews, presentations, public meetings, polls, etc. It is important to consult in a meaningful manner with our community, it is equally important to report our findings back to our community for discussion, clarity and transparency.

Internal Engagement

This is how we engage our Staff and the professionals that will execute the work this plan intends to facilitate. This can be achieved through interviews, presentations, Staff meetings, Staff polls, etc.

Asset Inventory

In order to know what we want, we first determine what we have. Assets can be categorized in different ways. Our preferred approach is to list assets that we own, that are privately owned and that are owned by other levels of government. Each asset would then be assessed as to:

- asset age and useful life
- asset valuation

- asset condition assessments.

Phase 2 - The Plan Vision and Guiding Principles

As a community, we facilitate visioning and mission exercises to create document specific vision and mission statements.

Needs Assessment

In order to fulfill our needs, we must first determine what those needs are, both today, in the near, and the distant future. We do this by identifying and then prioritizing strategic areas. Strategic areas are concepts the community wants us to investigate.

Implementation Strategy

This step puts theory into action. It approaches the prioritized strategic areas identified throughout needs assessment and creates a conceptual plan of attack for each need. An implementation strategy can be completed for each of the community identified strategic areas. This can be done in a fairly uniform and comprehensive process by:

- Creating a problem statement
- Creating a goal statement
- Creating a strategy description
- Defining project team members
- Defining barriers to successful implementation
- Creating implementation steps
- Developing a communications strategy
- Estimating time and expense of each step
- Defining the resources and approvals needed for each step
- Creating performance measures

Draft master plan

We collect the information gathered in our previous steps and assemble it into a master document.

Public and Council consultation

Our plan is presented to both the community and to Council for recommendations and meaningful review.

Final master plan

Edits are made and our document is presented back to community and Council.

2

TRENDS AND DEMOGRAPHICS

2. TRENDS AND DEMOGRAPHICS

2.1. COMMUNITY PROFILE

The community profile was prepared to assist the Parks and Recreation Committee with the Recreation Master Plan. This plan is for the future development of recreation facilities and activities within the Municipality of Temagami.

In September 2020, the municipality received assistance from BDO to develop the Service Delivery Review. This provided the recommendation for the municipality to develop a Recreation Master Plan. The Services Delivery Review's key finding regarding the recreation initiatives (including the arena) include; "The median age of residents in Temagami is older than provincial and national averages (68% of the population is over 64 years of age). There are also slightly less people per household compared to the provincial average, suggesting a lower proportion of families. There are 30 children in Temagami's K-6 public school. Temagami is about an hour away from other places that have organized minor sports. There is a community Arena containing an ice pad, which is a regular sized-rink. The Arena ice pad is currently out of service. Previously, the Arena ice pad had been used for minor hockey and public skating. There is a rental hall and a kitchen. The rental hall had been booked often for weddings and summer-time meetings. Rentals have been sparse over the past few years outside of nightly public skating/pick up hockey. A significant proportion of this inactivity can be ascribed to the Covid Pandemic and resulting restrictions.

2.2. COMMUNITY TRENDS

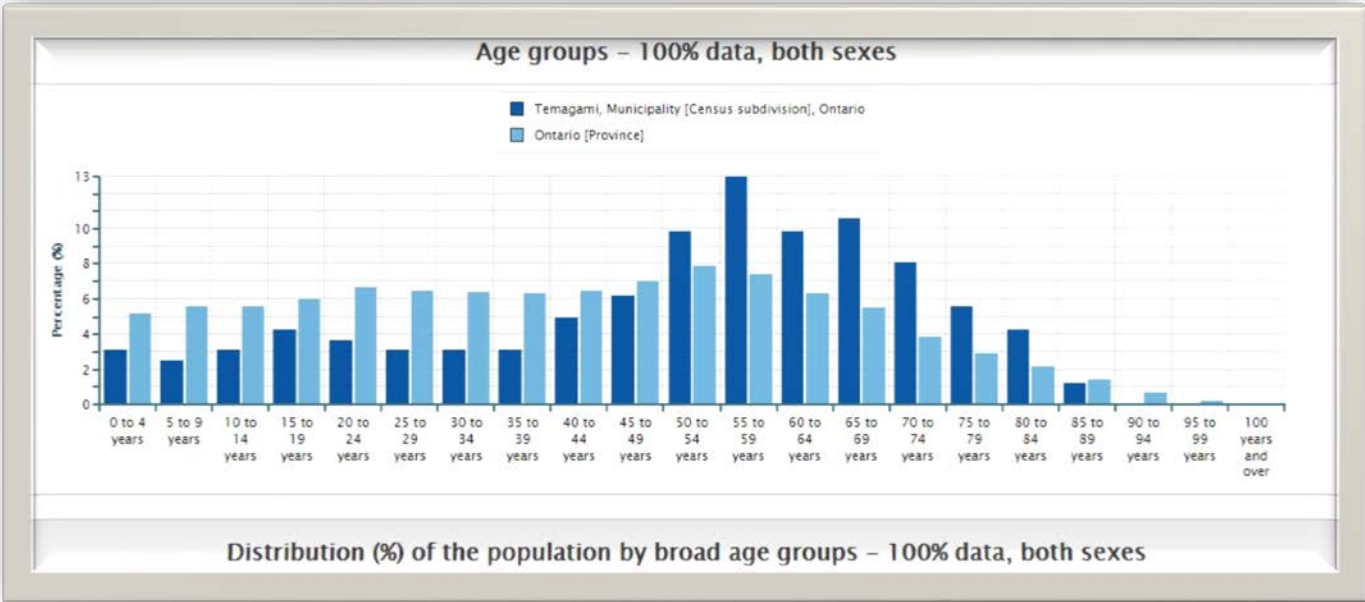
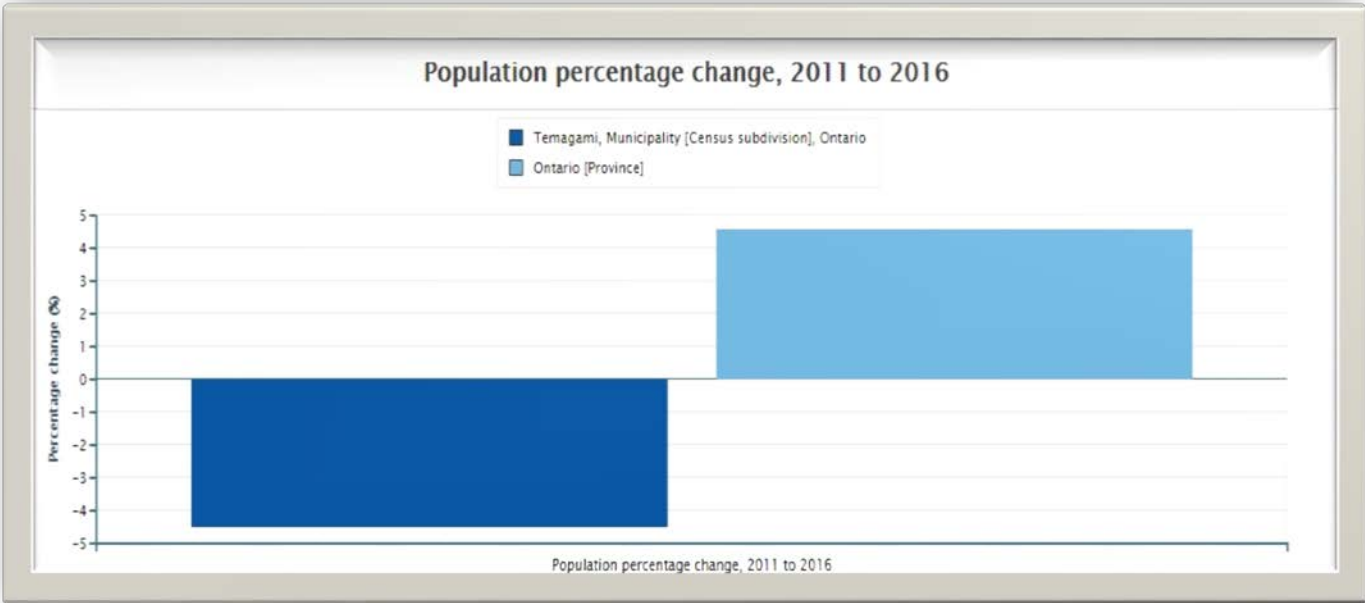
Age Profile

The age profile of a community is an important indicator of its recreational demands, and offers guidance to the types of facilities that should be offered. For example, a community with a high proportion of children and youth may have higher demand for competitive sports such as hockey or skating, while a community with a higher proportion of older adults may require facilities that offer less intensive forms of exercise. Temagami's 2021 Census population was listed as 862 while the 2016 Census population was listed as 802.

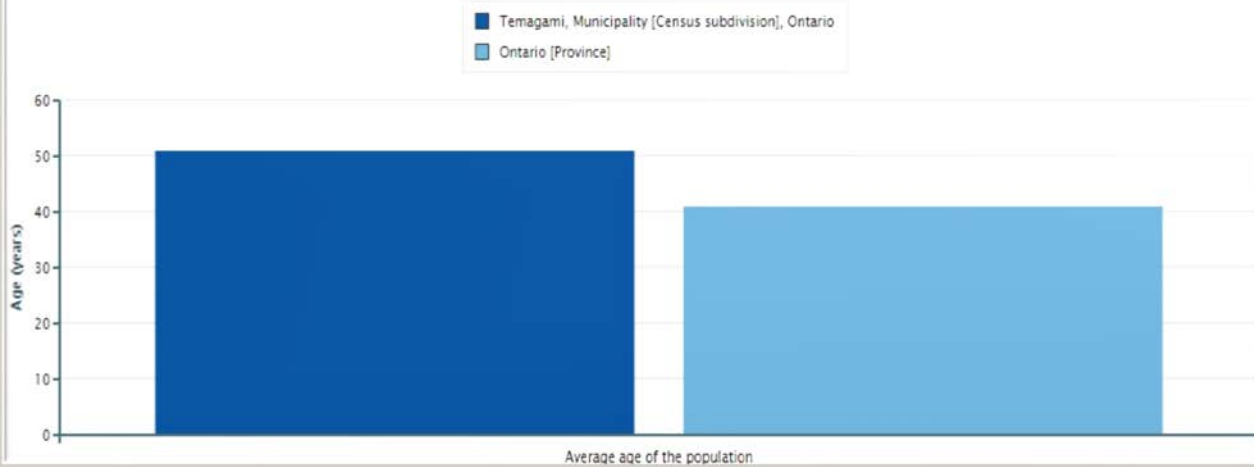
The Municipality has been experiencing a relatively rapid population increase, having increased by 7.5% within 5 years. The Census age schedule is not viewable until April 27, therefore the following is based upon the 2016 census report. The proportion of children (ages 0-9) and youth (ages 10-19) has been steadily increasing, while the population of older adults (50-64) has been increasing as well.

502 people in the Community are 40 years old and older and only 102 are people between 20 and 40. The aging population may create additional demand for some recreational activities, particularly those related to the Arena, (i.e. old-timer leagues or specialized skating lessons), however, it will be fairly modest.

The below graphs have been copied from Stats Canada in alignment with the Municipality of Temagami Service Delivery Review Appendix C, to reflect the above statement and community profile.



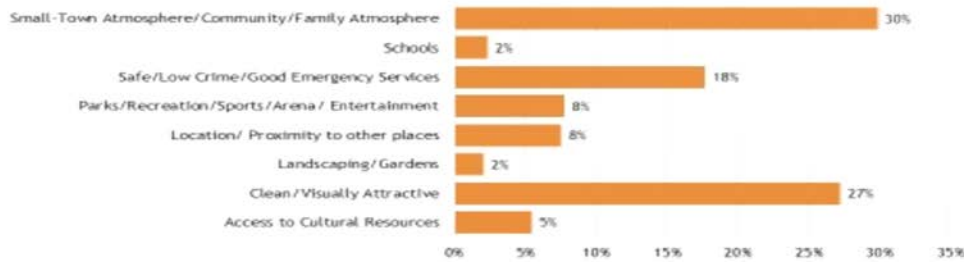
Average age of the population – 100% data, both sexes



QUALITY OF LIFE

What is the most important quality or feature of Temagami that makes it attractive to live in?

MOST IMPORTANT QUALITIES OF TEMAGAMI

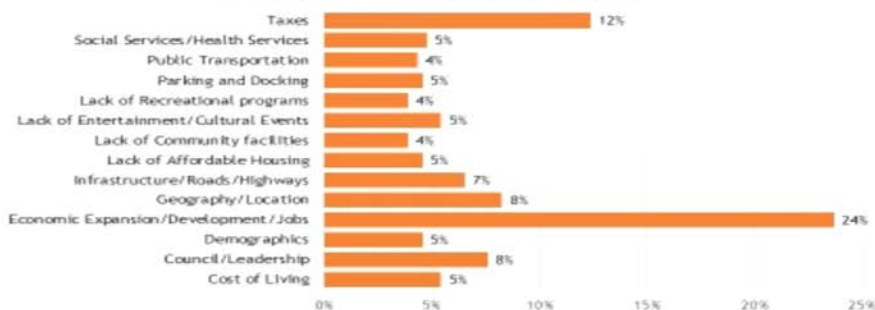


Respondants found Temagami's Small-town, community atmosphere, and clean and visually attractive aesthetic to be important qualities that made the Municipality attractive to live in.

QUALITY OF LIFE

What is the greatest challenge that prevents the Municipality from being the most livable in the area?

GREATEST CHALLENGES TO LIVABILITY

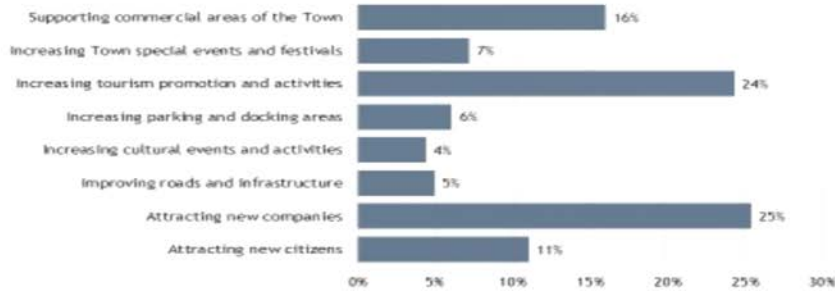


Economic Expansion and jobs, and level of taxes were found to be the greatest challenges preventing Temagami from improving livability.

FUTURE IMPROVEMENTS & GROWTH

When thinking about Temagami's growth, which of the following do you think should be the Town's top priority?

TOP PRIORITY FOR GROWTH

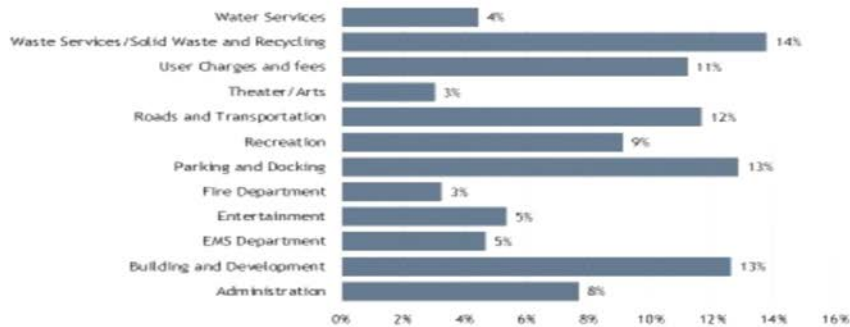


Respondants believe the top priority for future growth of the Municipality should be 1) attracting new companies, and 2) increasing tourism promotion and activities.

FUTURE IMPROVEMENTS & GROWTH

Which areas would you most like to see improvements in?

AREAS OF IMPROVEMENT

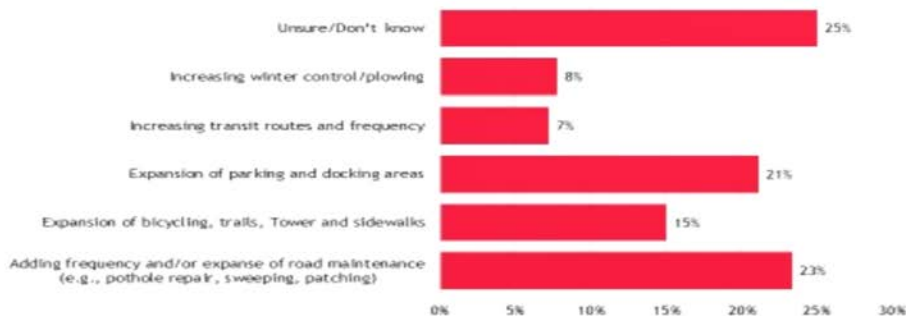


Areas of improvement that are most important to respondents are 1) waste services and solid waste recycling, 2) parking and docking, and 3) building and development.

SERVICES ASSESSMENT - TRAVEL

When thinking about the ease of travelling within Temagami, which of the following do you think should be the Town's top priority?

TOP TRAVEL PRIORITY

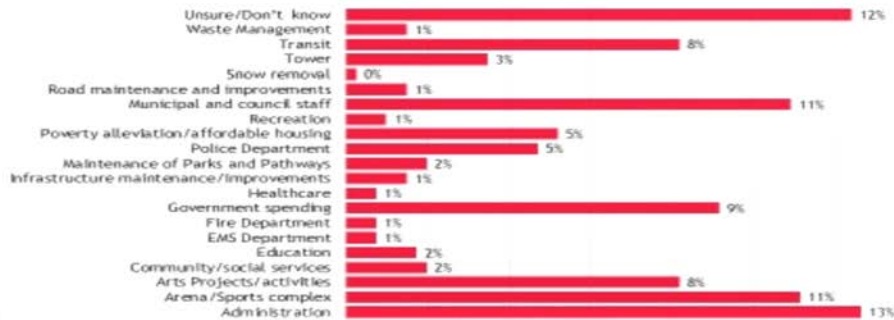


Most respondents believe that adding frequency of road maintenance and expansion of parking and docking should be the Municipality's top travel service priorities.

SERVICES ASSESSMENT

Of all the services you know of that are provided by the Municipality, select up to three services that you would propose to have a service reduction in order to save costs.

PROPOSED SERVICE REDUCTIONS

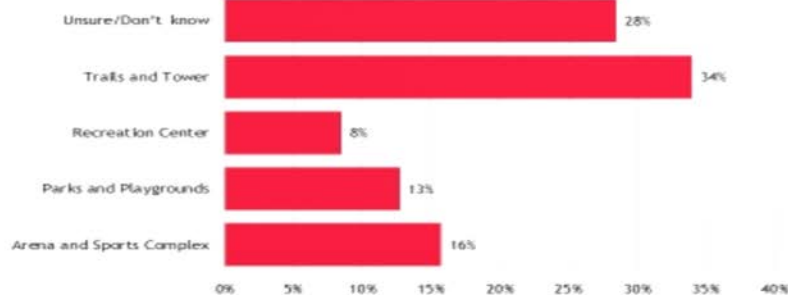


Most respondents would propose for 1) administration, 2) municipal and council staff, and 3) arena/sports complex to receive service reductions in order to save costs.

SERVICES ASSESSMENT - RECREATION

When thinking about recreation services, which of the following do you think should be the Town's top priority?

TOP RECREATION PRIORITY



Most respondents believe that trails and towers followed by the arena and sports complex should be the Municipality's top recreation service priorities.

SERVICES ASSESSMENT

For each service below, please indicate whether you believe the service should be enhanced, maintained, reduced, or discontinued.



2.3. COMMUNITY TRENDS RELATED TO ARENA

The 2020 Municipality of Temagami Service Delivery Review included BDO's recommendations on our arena. It had been identified as one of the major topics of discussion for key stakeholders within the community.

The arena should be utilized for recreational pick-up hockey, minor hockey, and public skating. However, the arena is very rarely booked to capacity and is usually underutilized, even during the height of the regular season (October – March). Interestingly, the Recreation Master Plan survey indicated that the arena and arena programming was the number one choice for residents to enhance, develop and implement. Although in most communities, arenas themselves do not bring in excessive revenue, they are widely accepted as important parts of providing the community with physical activity. The Temagami arena generates close to \$9,000 in revenues, from the arena ice and hall rental fees, and it costs about \$106,000/year to maintain. There are several issues associated with the maintenance and services related to the Arena.

The compressor found in Temagami's arena is very expensive to operate and, with arena use and attendance being limited to occasional community events, the costs associated with keeping the arena as is are very high. As per the recommendations of the Service Delivery Review, the options for future arena decisions include a renovated arena with expanded options and improvements, conversion to a garage for public works and offices/facilities (keep the community space) or an expansion in recreation programming only.

As per the community recreation master plan survey, 90% of the community chose the option to renovate arena with expanded options and improvement. As indicated by the survey, a major factor in the arena's financial deficit included the improper guidance of a facility manager / recreation programmer, suggesting the proper person for the job is essential to the delivery of recreational services.

3

INTERNAL ENGAGEMENT

3. INTERNAL ENGAGEMENT

3.1 RECREATION MASTER PLAN COMMITTEE

Internal engagement for the Recreation Master Plan involved the Municipality of Temagami Council developing the Recreation Master Plan Committee. The Recreation Master Plan Committee is comprised of Council, Staff, community interest groups and community minded individuals that have expressed an interest in assisting Council to determine the best path for recreation in the Municipality over the next several years.

The 2020 Service Delivery Review recommended that the Municipality develop a Recreation Master Plan that would be a guiding document for future investments and decisions regarding recreation in Temagami.

At the March 4, 2021 Council meeting, the following Resolution was passed: “BE IT RESOLVED THAT Council ask the Recreation Events Committee that was started in 2020 to act as the Recreation Working Committee to review and comment on the formation of our Recreation Strategy; AND FURTHER THAT the Recreation Working Committee be granted the freedom to add local expertise depending on the type of recreation activity or infrastructure being studied.” Members of the Committee shall meet, in person or through tele/video conference, as needed to make recommendations. This Committee shall be open to the public for observation, notice shall be given of the meetings and minutes will be taken. This Committee shall be dissolved, once the Committee has submitted its final report to Council.

Duties and Functions

The Committee will assist in conducting research, reviewing documents, providing input and seeking public consultation to assist in developing a Recreation Master Plan for the Municipality of Temagami.

- Review Existing Conditions
- Analyze Needs and Preferences
- Develop a Prioritized Action Plan
- Final Recommendations and Implement Plan

Committee Membership

Correspondence was sent to the various community groups in the Municipality to determine their interest in having a member sit on the Recreation Master Plan Committee. The Municipality will be requesting one member of each interested group to sit on the Committee. The Committee members

will attend meetings based on their interests, expertise and availability. The meetings will continue on a regular basis, with or without quorum, as there are specific timelines to be met. The Committee will include the following Community Groups:

- Temagami Municipal Council
- Temagami Public Works
- Temagami Recreation Department
- Friends of Temagami
- Living Temagami
- Temagami and Area Fish Involvement Program
- Temagami Chamber of Commerce
- Temagami Family Health Team
- Temagami First Nations
- Temagami Lakes Association
- Temagami Legion
- Temagami Lions Club
- Temagami Public Library
- Community Member

4

COMMUNITY ENGAGEMENT

4. COMMUNITY ENGAGEMENT

The Recreation Committee developed two surveys in 2021 in regards to developing the Municipality of Temagami's Recreation Master Plan - for the public to complete and provide their insight and feedback. These surveys were available to the public to complete online or through a physical copy. They were emailed to the Municipality's "communicate" emailing list, (the Municipality's means of electronic public communication), in addition to being physically mailed to all Temagami and Marten River residents on the Municipality's post office mailing list. The collected results are based upon households that participated in either or both Recreation Master Plan Surveys. Two hundred-thirty-eight citizens completed the first recreation survey and one hundred-fifty-six citizens completed the second survey (55% of citizens that participated in the first survey, also participated in the second survey). Although the second survey contains a few similar questions, it was developed based upon the first survey's results.

Appendix A contains both survey results.

4.1. COMMUNITY DEMOGRAPHIC

- 66% are primary residents of Temagami
- 29% are seasonal residents of Temagami
- 50% have resided in Temagami for 25 years or more
- 20% have resided in Temagami for 5 years or less
- 23% reside in the Village
- 25% reside in Temagami North
- 27% reside on Lake Temagami
- 50% are male
- 50% are female
- 51% are 50 years old and over
- 13% are under 12 years old and younger

Both surveys were consistent with the results above. The community demographic primarily consists of primary residents who have resided within the Municipality of Temagami for twenty-five years or more. These residents are both evenly split by gender and are typically over fifty years of age.

- 91% have their own vehicle
- 15% are not willing or not able to pay for planned recreational activities

- 51% are able to afford \$50.00 a year per person for planned recreational activities
- 12% stated they have a mobile disability within their household
- 42% would be interested in volunteering with the development and implementation of recreation

The community demographics mostly consist of households that have their own vehicle for transportation and are able to afford at least fifty dollars a year per person for planned recreational activities. The survey also shows that twelve percent of households have a member with mobile disabilities. Many suggestions were made for ways the Municipality could help accommodate those community members' needs. Throughout both surveys, forty-two percent indicated they would like to volunteer with the development and implementation of recreational programming. As per the comments received, there is a wide range of skills, expertise and interest that the community has to offer.

4.2. COMMUNITY CURRENT RECREATION

- 41% participate in planned recreational activities outside of Temagami
- 74% participate in recreational activities outside of Temagami 1 to 2 days a week
- 40% travel to receive planned recreational activities in Temiskaming Shores
- 18% travel to receive planned recreational activities in North Bay
- Recreation activities participated in outside the Municipality (the greatest interest included):
 1. Hockey
 2. Baseball
 3. Swimming

The community's current recreational reflection represents the communities' current planned recreational activity interest. Currently there are no planned recreation activities within the Municipality of Temagami. Forty-one percent of the community households participate in planned recreational activities outside the Municipality. Forty percent of these households travel to Temiskaming Shores (55.4km) and eighteen percent travel to North Bay (98.3km) for these services. To access most of these recreational services in other communities, Temagami residents must pay an additional nonresident user fee. These households participate one to two days a week in planned recreational activities outside our community.

4.3. COMMUNITY FUTURE RECREATION

- 59% would like to participate in planned recreational activities with Temagami 1 to 2 days a week
- 48% would like to participate in non-sporting activities
- 52% would like to have assets available for use at own convince (Not planned activities)
- Recreation activities organized in the Municipality with the greatest interest include:
 1. Public Skating
 2. Public Hockey
 3. Curling
 4. Concert / Music
 5. Summer Camps
 6. Baseball
- Events within the Municipality with the greatest interest include:
 1. Canada Day
 2. Christmas (Country Christmas)
 3. Community Market
 4. Canoe Festival
 5. Lions Hockey Tournament

The community future recreation reflection represents the community's interest in future recreational development. Fifty-two percent of the community would prefer to have assets that are available at their own convenience. Households that were interested in planned recreational activities would be interested in non-sporting activities one to two days a week. Planned recreational activities that interested the community for the future include; public skating, public hockey, curling, concerts and music, summer camps and baseball. Events that interest the community the most include; Canada Day, Shiver fest. Christmas, Community Market, Canoe Festival and the Lions Hockey Tournament. Although not all the mentioned events are implemented by the Municipality, the Municipality would likely assist with all events within the Municipality.

- 61% would prefer the municipality to focus on enhancing owned assets
- 52% would prefer to revitalize/ develop outdoor recreation facilities
- Recreation sites within the Municipality with the greatest interest include:
 1. Arena / Community Center
 2. Library

3. Waterfront
4. Tower
5. Caribou Mountain Trails

Both surveys were consistent with the above data regarding the interest in facilities, activities and events. The community would prefer the Municipality to focus on enhancing, developing and revitalizing our already owned outdoor recreation sites. The recreation sites within the community that were of the most interest include; the community center/arena, the public library, the public waterfront, the Temagami tower and the caribou mountain trails.

4.4. COMMUNITY CENTER / ARENA ASSET

- 90% do not want the arena repurposed
- 58% would like to see at least a minor increase to the 4.24% recreation budget

The community surveys were both consistent in the opinion and feedback in regards to the community center located at 100A Spruce Drive in Temagami. Along with the statement “Using 2017 as reference, the municipality runs a \$120,000 deficit in operating costs for the community center”, ninety percent would not like to see the community center repurposed and fifty-eight percent would like to see a minor increase in the recreation budget. An increase to the recreation budget would come from either increased tax ratios or increase user fees. The community showed a consistency with the opinion of wanting to utilize the community center by selecting the arena/community center as the number one facility households would like to see the municipality enhance, develop and revitalize. The community also selected events and recreational activities that would require the community center as a key element of implementation. As noted above, these events include: Canada Day, Shiverfest and the Lions Hockey Tournament. As noted above these recreational activities include; public skating, public hockey, curling, concerts and music, summer camps and baseball.

5

ASSET

INVENTORY

5. ASSET INVENTORY

This section provides a summary of the existing recreational assets within the Municipality of Temagami. Most assets are owned by the Municipality of Temagami; others are owned privately or are considered Crown Land. Below describes the outdoor facilities, indoor facilities and equipment as assets within the community.

5.1. OUTDOOR FACILITIES

The Municipality of Temagami has several different types of outdoor facilities within the community. Most of these are free of cost to both community members and tourists. These facilities are open to the public and are able to be used at the convenience of the user seven days a week twenty-four hours a day. Often outdoor facilities do not require a rental agreement to be used.

Boat Launch & Docking

Asset	Location	Owner	Cost	Condition
Boat Launch & Docking	100 A Spruce Drive	Municipality	Free	Good-2014
Boat Launch & Docking	381 Fox Run	Municipality	Free	Good-2014
Boat Launch	7 Lakeshore Drive	Municipality	Free	Good
Boat Docking	7 Lakeshore Drive	Municipality	As per Bylaw #20-1512	Good-2014
Walking Dock	120-171 Jack Guppy Way	Municipality	Free	Fair
Boat Launch & Docking	Access Road – Mine Landing	Municipality	Free	Good-2014
Boat Launch	Snake Lake	Municipality	Free	Good-2014
Boat Launch & Docking	Strathcona Access Point	Municipality	Free	Good-2014
Boat Launch	Manitou Landing	Municipality	Free	Good-2014
Boat Launch	Rabbit Lake Road	Municipality	Free	Good-2014

Parking

Asset	Location	Owner	Cost	Condition
Parking Lot	100 A Spruce Drive	Municipality	Free	Good
Parking Outlet	100 A Spruce Drive	Municipality	As per Bylaw #20-1512	Good
Parking	Wildflower Avenue	Municipality	As per Bylaw #20-1512	Good
Parking	Access Road – Mine Landing	Municipality	As per Bylaw #20-1512	Good
Parking Lot	Stevens Road	Private	Free	Fair
Parking Lot	10 School Road	Private	Free	Fair

Sporting Facilities

Asset	Location	Owner	Cost	Condition
Volleyball net & Field	Spruce Drive	Municipality	Free	Fair
Basketball Court	100 A Spruce Drive	Municipality	Free	Poor
Tennis Court	100 A Spruce Drive	Municipality	Free	Poor
Soccer Field	100 A Spruce Drive	Municipality	Free	Poor
Walking Track	100 A Spruce Drive	Municipality	Free	Poor
Baseball Field	100 A Spruce Drive	Municipality	As per Bylaw #20-1512	Fair
Baseball Field	110-112 Stevens Road	Municipality	As per Bylaw #20-1512	Fair

Swimming

Asset	Location	Owner	Cost	Condition
Net Lake Beach	100 A Spruce Drive	Municipality	Free	Fair-2013
Waterfront Swimming Area	7 Lakeshore Drive	Municipality	Free	Good-2016

Trails

Asset	Location	Owner	Cost	Condition
Old Growth Trail	Lake Temagami – Temagami Island	Crown Land	Free	Fair
Old Growth Trail	Caribou Mountain – White Bear Forest	Crown Land	Free	Fair
Walking Trail	Goward Avenue	Crown Land	Free	Fair

Parks

Asset	Location	Owner	Cost	Condition
Children Park	Spruce Drive	Municipality	Free	Good-2007
Children Park	100 A Spruce Drive	Municipality	Free	Poor
Skate Park	6699-6715 Hwy 11 N	Municipality	Free	Good-2018

Miscellaneous

Asset	Location	Owner	Cost	Condition
Temagami Tower	120-171 Jack Guppy Way	Municipality		Good-2018
Temagami Waterfront	7 Lakeshore Drive	Municipality		Good

5.2. INDOOR FACILITIES

The Municipality of Temagami has several different types of indoor facilities within the community. Some of the indoor facilities within the Municipality are able to be rented by either community members, community groups or visitors.

Asset	Location	Owner	Cost	Condition
Library Board Room	7 Lakeshore Drive	Municipality	As per Bylaw #20-1512	Good-2010
Municipal Office Board Room	7 Lakeshore Drive	Municipality	As per Bylaw #20-1512	Good-2006
Bunny Miller Theater	7 Lakeshore Drive	Municipality	As per Bylaw #20-1512	Good-2013
Community Center Hall	100 A Spruce Drive	Municipality	As per Bylaw #20-1512	Good-2015
Arena Ice Surface	100 A Spruce Drive	Municipality	As per Bylaw #20-1512	Good-2015
Marten River Fire Hall	2877 Highway 11	Municipality	As per Bylaw #20-1512	Good-2005
Caribou Mountain Museum	120-171 Jack Guppy Way	Municipality	Free	Fair
Ski Chalet	120-171 Jack Guppy Way	Municipality		Poor

5.3. EQUIPMENT

The Municipality of Temagami has a numerous equipment options that are available for use. In 2020, the user fees bylaw was amended by mayor and council and no longer includes a fee for equipment rental. Some equipment is not available to be rented individually, as the equipment is available for use with a facility rental agreement upon request.

Asset	Owner	Condition
Snowshoes	Municipality	Good
T-Ball	Municipality	Good
Movies	Municipality	Good
Outdoor Movies/Concert	Municipality	Good-2019
Soccer	Municipality	Good
Basketball/Pickle Ball	Municipality	Good
Viewing/Tower Climb	Municipality	Good-2018
Hockey (limited)	Municipality	Good
Curling	Municipality	Good
Skating	Municipality	Good
Kitchen Supplies	Municipality	Good
Tables	Municipality	Good
Chairs	Municipality	Good
Sound System	Municipality	Good
Stage Lighting	Municipality	Good
Tents	Municipality	Good

5.4. FACILITY COMPARISON

The below comparison will compare the indoor and outdoor recreation facilities in comparison to neighboring communities and to communities with similar population. These facilities only consist of the one owned by the Municipality.

	Temagami	Temiskaming Shores	Powassan	Earlton
Statistics				
Population	802	9,920	3,455	1,166
Area	1,906km ²	178.11km ²	224.6km ²	90.33km ²
Indoor Facilities				
Arenas	1	2	2	1
Community Hall/ Meeting Rooms	3	5	2	2
Pool	0	1	1	0
Fitness Center	1	1	1	1
Squash Courts	0	1	0	0
Outdoor Facilities				
Ball Diamonds	2	7	0	1
Basketball Facilities	1	5	1	1
Volleyball Courts	1	3	0	0
Community Garden	1	1	0	0
Ice Rinks	1	2	2	1
Marinas	1	3	0	0
Parks		20	1	0
Playgrounds	2	12	1	1
Pools – Outdoor	0	1	0	1
Skate Parks	1	1	0	0
Soccer Fields	1	7	0	1
Tennis Courts	1	6	1	1

6

GUIDING PRINCIPLES

6. GUIDING PRINCIPLES

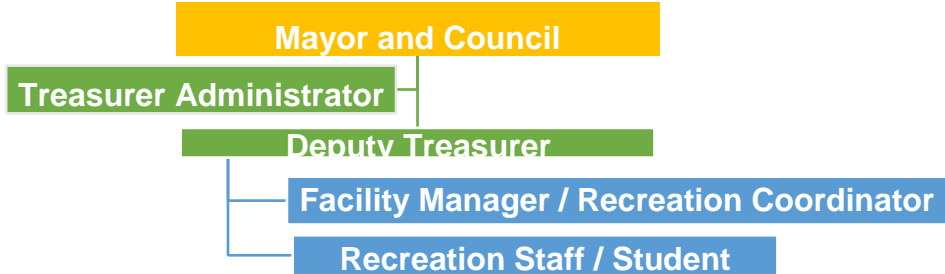
6.1 MISSION STATEMENT AND VISION

As a community, we facilitate visioning and mission exercises to create a community dedicated to achieving the sustainable development of Temagami area’s natural resources, while conserving and ensuring the area’s natural heritage and ecological diversity. The Municipality of Temagami’s Recreation Master Plan outlines a 10 year plan for park and recreation facilities, programing and activities. The Master Plan will focus on the collective input of the Municipal Council, Staff, local community groups and community members. Temagami’s challenges are unique and require community specific approach to successful evaluation. The Municipality of Temagami Recreation Master Plan is created through carefully crafted consultation and park/facility evaluation. The Master Plan focuses on developing and enhancing already Municipality owned infrastructure to host activities and delivery programs to the community. Policies and procedures will be enhanced and developed to ensure the implementation of the Master Plan is effective and consistent.

6.2 ORGANIZATION STRUCTURE

The below outlines the Municipality of Temagami Organizational Chart approved by Council, specifically for the delivery of recreation programs, activities and infrastructure services. As the chart represents, current staffing recommendations for a full time facility manager and recreation coordinator are required for facilities and recreation operation. Recreational Staff and students would be on a part-time or contracted biases, required as per needed. The Municipal Council has also established a Recreation and Events Committee led by the facility manager /recreation coordinator with administration assistance from the Municipal Office Staff. The Municipality has not employed a facility manager/recreation coordinator since January 2021. The Municipality did hire staff in the summer of 2021 to maintain the outdoor municipal grounds and operate the Temagami fire tower and Caribou Mountain trails.

MUNICIPALITY OF TEMAGAMI ORGANIZATIONAL CHART



6.3 NEEDS ASSESSMENT

A needs assessment is first required to determine the needs of the Municipality of Temagami and the community. It will represent the needs today and in the future by evaluating strategic recreation areas as assessed by the Recreation Master Plan Committee and the community surveys results. The needs assessment is considerate of the information provided to the committee from the community surveys and reflects the number one need to enhance previously owned outdoor facilities. Some of the needs indicated by the public include events, programs and facilities that are not owner or operated by the municipality. These are owned and operated by community groups and / or community members. Where programs and services are intertwined, the municipality would like to step back and support the community as much as possible, administration, facilities, equipment, etc.

Facilities

Priority	Facility	Location
1	Arena Ice	100A Spruce Drive
2	Arena Outdoor Sports Complex	100A Spruce Drive
3	Beach	100A Spruce Drive
4	Temagami Waterfront	7 Lakeshore Drive
5	Temagami Tower	117 Jack Guppy Way
6	Caribou Mountain Trails	117 Jack Guppy Way
7	Arena Hall	100 A Spruce Drive
8	Parks	
9	Ball fields	
10	Fitness Center	O'Connor Drive
11	Theater	7 Lakeshore
12	Chalet	117 Jack Guppy Way

Programmed Activities

Priority	Activity	Facility
1	Concert / Music	Arena Outdoor Sports Complex / Waterfront
2	Summer Camps	Arena Outdoor Sports Complex
3	Public Skating	Arena Ice
4	Baseball	Arena Outdoor Sports Complex / Stevens Ball Diamond
5	Canoeing	Waterfront
6	Public Hockey	Arena Ice
7	Curling	Arena Ice
8	Skiing / Sliding Hill	Chalet
9	Dances	Arena Hall
10	Snowshoeing	Medical Center
11	Yoga	Arena Outdoor Sports Complex / Arena Hall
12	Soccer	Arena Outdoor Sports Complex

Events / Holidays

Priority	Activity	Owner / Operator	Facility
1	Shiverfest	Municipality / Legion	Arena
2	Canoe Festival	TFN	Waterfront
3	Canada Day	Municipality	Waterfront
4	Community market	Living Temagami	Train Station
5	Remembrance Day	Legion	Legion
6	Christmas	Municipality	Arena
7	National Day Truth	TFN	Bear Island
8	MR Winterfest	Community	Marten River Fire Hall
9	Lions Hockey Tournament	Lions Club	Arena
10	Baseball Tournament	Community Group	Arena
11	Ling Fling / Fishing Derby	Temagami Fish Hatchery	Waterfront
12	Halloween	Municipality	Arena / Municipal Office
13	Music Festival / Dances	Municipality / Community Group	Multiple

6.4 PERSONS WITH DISABILITIES

It is important to mindfully incorporate persons with disabilities into developing programming and enhancing infrastructure. As a result of our Recreation Master Plan surveys, we see that resident disabilities includes mobility concerns, specifically for residents who are unable to access certain facilities or events within our community.

Mental health is also an important aspect to be mindful of, as it greatly affects many individuals and families. The global pandemic has increased the number of people who feel isolated and suffer from mental health issues. All accessibility matters will be reflective of the municipal accessible customer service bylaw 16-1296.

The Municipality is a rural community and most of our infrastructure is not easily accessible to persons with mobility concerns. Persons with mobility concerns are also unable to attend certain events within the community due to these restrictions. Our goal is to create a community that is accessible for all. Future development and enhancement of recreational infrastructure will be mindfully developed to incorporate accessibility. Programs and events will be mindful of the locations used and the activities being performed to ensure they are as accessible as possible. The current recreational infrastructure was not developed with accessibility in mind, and most of these locations will have to be enhanced to meet this criteria of accessibility for all. Also, as a rural community in northern Ontario, some of our infrastructure is located in areas that are not accessible for enhancement. Unfortunately, this reality will not allow all recreations sites to be enhanced for accessibility.

As recreation infrastructure is enhanced or developed, accessibility of the project will be evaluated and considered to allow for accessibility for all. Also, evaluation of accessibility will be considered for future recreation programming and events. Creating a more accessible community will be developed over time as infrastructure and programming are developed and enhanced. The expenses of each accessible improvement will vary as infrastructure will cost more than programming to enhance. However, infrastructure accessibility expenses will be included in the overall capital budget for infrastructure projects, as these are often grant applications, promoting accessibility enhancement or inclusion will enhance the opportunity to be awarded these grants. Indication of performance measures will include the increase of positive voices regarding accessibility within the community. Increased attendance in the senior and disabled population of Temagami in recreation events, programming or using recreation facilities will also be an indication. Communications have already begun with the Recreation Master Plan surveys. These surveys indicated a need for mobility enhancement to recreation facilities and programming. Communications will continue with future surveys specifically for persons with disabilities as we develop, enhance and implement recreation infrastructure and programming. As well, confidential accessibility forms will be available for persons to complete to voice a negative or positive opinion.

7

IMPLEMENTATION STRATEGY

7. IMPLEMENTATION STRATEGY

The implementation strategy prioritizes strategic areas identified through needs assessment and creates a conceptual plan of attack for each need. An implementation strategy can be completed for each of the community identified strategic areas. The implementation strategy is influenced by the Municipalities Service Delivery Review and BDO recommendations.

7.1 DEPARTMENTAL ROLE

The success of the Municipality of Temagami's Recreational Master Plan is directly related to the ability to collaborate as project team members. Stakeholders, partnerships, committees and volunteers, will collaborate to provide parks, recreation, culture, facilities, programs and services to our community. Through effective collaboration, the Municipality may concentrate on its role as a provider of recreation facilities by allowing community spaces to be used by community members and groups to deliver recreational programming. Volunteers and local organizations will be encouraged to share their strengths with the Municipality.

Volunteers

It was expressed through the Recreation Master Plan surveys that the community is extremely eager to share their diverse expertise with the Municipality to enhance, develop and implement programming, events and infrastructure. These citizens are important as they will bring a familiar face or name to the ongoing projects and lower Municipal expenses.

Municipal Staff

As reflective of the organizational chart, at the guidance of Mayor and Council, the facility manager/recreation coordinator will be the lead on all facilities and recreation projects. This includes applying for grant applications, reviewing and maintaining the recreation budget, developing and implementing programming and events, as well as leading recreation capital projects. The public works department, led by the public works superintendent, will assist and be consulted for their expertise with infrastructure. The office administration will assist and provide support with reviewing and developing policies and procedures, drafting agendas and minutes, providing a budget, and supporting programs and events.

Partnerships

The Municipality may decide to use partnerships to share facilities, programming and costs with other Municipalities or groups. For instance, the Municipality may partner an agreement with the City of

Temiskaming Shores, one of our closest neighbors, and the location where most of the residents receive recreational programming. Temagami residents are able to use the Temiskaming Shores facilities without paying the additional non-resident user fees. We could also partner and with the local hockey leagues to ensure continuous rental of our arena ice surface and hall. This provides value to taxpayers, as well as the community.

Stakeholders

Community groups would be considered stakeholders in regards to recreation programming. These stakeholders would be similar to volunteers, however they would provide and facilitate recreation programming to the community using the municipal facilities. Many of these groups have previously used facilities to host events or programs, The Temagami Lions use the arena ice surface for their 3 day hockey tournament fundraiser, The Temagami First Nation uses the outdoor sports complex to host their TFN POW WOW and The Temagami Canoe Festival is hosted at the waterfront location. This is a unique opportunity as it does not require the municipality to provide the staffing to support recreation programming which then decreases the cost to the municipality.

Committees

The Municipality of Temagami Mayor and Council have established advisory committees that assist with recreational facility and programming support, planning and development. These committees consist of a facility manager/recreation coordinator and possibly a council representative to provide administration support and guide the committee and community volunteers. The Youth Advisory Committee was established to allow for the views and opinions of community youth on recreation programming and activities. The Recreation and Events Committee was established to develop, enhance and implement the recreation activities and events supported by the Municipality within our committee. The Ad-Hoc Committee and Economic Development Committee are not directly related to recreation, however they may address concerns that will be related and intertwined with recreation and guided towards The Recreation and Events Committee to further implement.

7.2 COMMUNICATIONS STRATEGY

Communication between the Municipality, project team members and community residents is extremely important to increase awareness of local resources, events, activities and opportunities. Communicating with all residents in a community as diverse as Temagami can be difficult, however, with the increased use of technology and social media, communications have been made easier.

These messages to the public must be consistent and accurate when being delivered to the community. There must also be a platform where community members are able to voice their concerns, opinions, suggestions and offer volunteer assistance. The Municipality has already developed and utilized several methods of communication with the community.

Municipal Webpage

The Municipal Webpage has an abundance of information related to recreation, from an events calendar on the home page to a list of Municipal rental facilities and rental costs. This Webpage has made progress over the past couple years and we will continue to make adjustments to develop the website further.

Communicate Email

The communicate email list was established a couple of years ago to allow for a platform of communication between the Municipality and their ratepayers. It has proven to be a large success. Through the tax bills newsletters and public communication ratepayers, community groups and citizens are encouraged to enquire about being added to the emailing list to keep current with the operations of the Municipality. The Temagami Community Foundation is a member of the emailing list that forwards the message they receive to their contact list. This allows the message to reach a larger group of people.

Local Newspaper

The Municipality may contact local newspaper publishers such as The Temiskaming Speaker and The North Bay Nugget to issue articles about or composed by the Municipality. This method is usually considered when the Municipality is required to advertise for a job posting. This option is not often used as it does incur costs.

Community Newsletter

The Municipality partners with the Temagami Senior Home Support to develop and deliver a monthly community newsletter. The Temagami Community Foundation also receives this newsletter and shares it with their contact listings. Along with the monthly meal on wheels schedule, the newsletter provides information about fire safety, Municipal events and important information for the community.

Council Update

Recently, the Treasurer Administrator of the Municipality has been releasing an update after each Council Meeting. These updates are to inform the public about the undertakings occurring during the

meeting and the effects of their decisions. This update is provided to the public through the Municipal Webpage and the communicate emailing list.

Mail-out

The Municipality utilizes the Canada post mail-out to reach all citizens who have a registered PO Box within the Municipal boundaries, this includes Temagami, Marten River and Bear Island Post Offices. Recently this method has been used to release The Recreation Master Plan surveys to the public. This is usually paired with community posted flyers

Flyers / Posters

The Municipality has also established communications by posting flyers and notices around the community public business. The Municipality will post flyers at the Municipal office, public library, Pharmasave, Post Office, Scotia bank, Home Hardware and the Petro Canada to attract the attention of local residents and travelers. The Municipality often uses this option of communication for local activities and community events.

Signage

Community signage and visual identity is important to provide expectations of the community and visitors. Signage should be established, standardized and erected at all parks, facilities and trails to increase user knowledge, support ecofriendly actions and promote Temagami branding. The Municipality currently has an electronic sign board that is located on the side of the Municipal building, it is in a “high” traffic zone and captures the attention of citizens passing by or receiving Municipal services. This can release a quick message about a current activity, event, or situation occurring. Currently the sign board is not being used. Enhancement to the application is recommended.

7.3 FUNDING OPPORTUNITIES

The below funding opportunities represents the options available for revenue sources to support the enhancement, development and implementation of recreational facilities and programming.

Municipal Reserves

The Municipal reserves are monies that are set aside from tax dollars accrue ment or other revenue sources for special projects.

Fundraising, Donations & Sponsorships

Community assistance by fundraising, donations and sponsorships to contribute resources towards the development, enhancement or implantation of parks facilities and recreational programming is an effective way to provide services and facilities that are desired by the community.

User Fees & Surcharges

User and rental fees can be used to offset the costs associated with capital enhancement. Increases in user fees can be achieved with project specific surcharges.

Ongoing Government Programs

Government programs can provide the Municipality with long term funding streams for public infrastructure and recreational facilities.

One Time Grants

Municipal financial support for capital project often come from provincial or federal onetime grants. The federal budget supports investments in the recreation sector including community, culture and recreation infrastructure funding stream.

Cooperation between Municipal Neighbors

Many Municipalities benefit from cooperation between local governments within the same geographical location for joint services agreements that are cost effective.

7.4 RATES AND FEES

The Municipal Mayor and Council amended the Municipal User Fees Bylaw in 2022 from 2016. Although they did make some adjustments to fees associated with parks and recreation, more work is still required. It is suggested that the fees be revised and research should be conducted to improve the user fees so there is sufficient revenue for facility use and or recreation programming while still attracting citizens to the facility. BDO recommended that all user fee rate increase by 15-25%, excluding ice surface. As facilities are fixed assets they can be pre-determined for prices, however for programmed recreational events and activities the prices will be determined and evaluated individually by the recreation department. The chart below reflects the neighboring communities, a comparison of their prices for recreation as per their township User Fee Bylaw. Other communities may have more or less fees than the Municipality of Temagami due to their facilities and programming.

User Fees					
Services	2020 Current	Temiskaming Shores	Powassan	Earlton	BDO Proposed
Community Center – 100 A Spruce					
Arena Ice					
Prime / hr	100	140	150	59	185
Non-Prime/ hr		82	100		
Minor Hockey / hr	75	112	120		
Public School / hr	75	70	75		
Rental / day	800			678	1450
Weekend with Hall	2000			/ day - 874	3200
Adult Pickup Hockey	7				
Kid Pickup Hockey	5				
Public Skating	3			3	
Arena Ice Out					
Rental / hr	50	45			
Rental / day	500	665	380		
Non Profit / day		350			
Non-Resident / day		931			
Hall					
Rental / hr	40	/3hr-75			
Rental / day	350	355	132	201	
Fitness Class	20				
Non-Profit / day	200	180	65		
Kitchen User / event	150		126		
Outdoor					
Ballfield / weekend	200			158	
Ballfield / game		35			
Ballfield / tournament		130		241.99	
Ballfield / minor game		28			
Minor Ball Annual		50			
Soccer Field / game		30			

Tennis Court / day		20			
Misc					
Canteen / event	20				
Set-up/Clean-up / hr	45			42	
Squash Racquet		7.08			
Welcome Center – 7 Lakeshore					
Theatre / hr	50				
Theatre / day	150				
Chambers / hr	25		25		
Chambers / day	100	130.20			
Fitness Center /month	20	58.41	20	35	

7.5 PROGRAMMING EVENTS AND ACTIVITIES

Currently the Municipality has no recreational programming and, as a result of the Covid-19 pandemic and lack of qualified Municipal recreation employees, there have been no programmed activities for the last two years. Many of the facilities that support recreational programming require enhancement or development to further support programming. The goal of the Municipality is to provide the community with programmed activities and events for all. A major barrier to successful implementation includes the rural community of Temagami having a very diverse age population and the younger ages are very scarce in numbers. This would make it hard to develop programmed activities that require a league membership of certain amount of players to play, as the community youth numbers would not be able to support these programs. However, the Municipality could offer a soft skills program for many different activities including different levels of skills. This would offer a more community friendly approach as the programs would cover more age groups in one.

Although this should be offered as a last resort, it may also be noted that if the Municipality of Temagami would not like to provide recreational programming that they may support other neighboring community's recreation programming. This would include encouraging Municipal ratepayers to receive their services with the partnered Municipality. This would reflect in a nonresident user fee for program seekers. The Municipality could provide a nonresident user fee reimbursement for those ratepayers who seek services outside the Municipality.

The performance measures of the programmed events and activities will be represented by the continued support of the community with the programs. Programed activities and events will be developed, implemented, reviewed and enhanced by the recreation department. This will allow for the recreation department to further develop programs the community members are interested in and determine those the community members are not interested in. Each program will be evaluated by the recreation department to determine the estimated time, expense and fee.

Represented on the below chart is the usual holiday and non-holiday events that occur within the Municipality. Red indicates that this event is one of the greatest interest to the community as per the Recreation Master Plan surveys. As you can see most of these events are not developed or implemented by the Municipality of Temagami, although many of them do use Municipal infrastructure to support their events.

Programmed Events			
Month	Event	Host	Facility
January	Lions Hockey Tournament	Lions	Arena Ice / Hall
	Net lake Winter Classic Hockey	Poirier	Lake
February	Shiverfest	Municipality	Arena Ice / Hall
	Winter Carnival	TFN	Bear Island
	Round Dance	TFN	Bear Island
March	Winterfest	MR Fire Department	MR Fire Hall
	Ling Fling	TFIP	Access Road Landing
April	Easter Egg Hunt	Library	Arena / Library
May	Spaghetti Dinner	TPS	Arena Hall
	Community Yard Sale	Municipality	Arena Non-ice Surface
June	Baseball Tournament	Renauds	Sports Complex
	Community Market	Living Temagami	Parking Lot
	Pancake Breakfast	MR Fire Department	MR Fire Hall
July	Canada Day	Municipality	Waterfront
	Rib Dinner	Legion	Legion
	Flea Market	Lions	Parking Lot
	Community Days	TFN	Bear Island
	Pow Wow	TFN	Sports Complex
	Lion Steak fry and Dance	Lions	Arena
	Kids Art Camp	TFN	Sports Complex
	Canoe Festival	Canoe Festival Committee	Waterfront

	Pork BBQ	MR Fire Department	MR Fire Hall
August	Kids Fishing Derby	TAFIP	Waterfront
	Fish Fry	Legion	Legion
	Fishing Derby - Cassels Lake	Small Mouth Bass	Lake
	Fishing Derby - Lake Temagami	Small Mouth Bass	Lake
September	Gramp Stock	Gramps Place	Gramps Place
October	Pumpkin Carving	Municipality	Arena Hall
	Halloween Dance	Municipality	Arena Hall
November	Wild Game Dinner	Chamber of Commerce	Arena Non-ice Surface
	Dinner / Auction	Ducks Unlimited	Arena Non-ice Surface
	Remembrance Day Ceremony / Dinner	Legion	Legion
December	Breakfast with Santa / Skate	Temagami Fire Department	Arena Ice / Hall
	Santa Parade	Municipality	
	Senior Christmas Dinner	Lions	Church
	Country Christmas	Peacock Woodcraft / Lions	Parking Lot / Bush Trail
	Memorial Tree Lighting	Municipality	Parking Lot

Represented on the below chart is the programs that would best suit the community's needs, based upon the results of the Recreation Master Plan surveys greatest interest. These programs also reflect similar once in the area. Schedules will have to be developed for programming efficiency Red indicates that this event is one of the greatest interest to the community

Programmed Activities		
Facility	Program	Age Group
Arena Ice	Public Skating	All
	Skating Skills - Level 1	All
	Pickup Hockey - Adult / Kids	0-15
	Hockey - Skills - Level 1	All
	Curling	16+
Arena Hall	Line Dancing - Senior	50 +
	Line Dancing - Level 1	All
	Line Dancing - Level 2	All
	Latin Dancing	All
	Cards - Seniors / Kids	All
	Trivia Night	All
	Bingo Night	All
	Yoga - Senior / Kids	All

Sports Complex	Summer Camps	0-15
	Baseball - Skills - Level 1	All
	Baseball - Skills - Level 2	All
	Pickle Ball - Skills	All
	Soccer - Skills - Level 1	All
	Soccer - Skills - Level 2	All
	Volleyball Skills - Level 1	All
	Tennis Skills - Level 1	All
	Tennis Skills - Level 2	All
Caribou Mountain	Geo Cashing	All
	Mushroom Walks	All
	Wildlife Walks	All
	Herritage Walks	All
	Snowshoeing	All
	Cross Country Skiing	All
Theatre	Movies - Kids / Adults	All
	Music Performance	All
	Seminars - Senior	50 +
	Seminars	All
Waterfront	Music Performance	All
	Yoga	All

7.6 FACILITIES

Beach

The Municipal beach, located on Net Lake at 100A Spruce Drive has been neglected, dismantled, and deteriorated over the past years. Along with the surrounding deteriorated infrastructure and poor accessibility, the beach has become vacant when it should have been booming. The goal is to enhance the beach area, and create an accessible environment to encourage the use of the beach. Barriers include receiving funds to support the enhancement and further development of the beach area. Government grants will support the costs to create an accessible and safe environment while volunteers will be required to enhance the overall environment of the beach. The Municipality is encouraged to support a community beach day where children and parents can play at the beach while creating a safe and fun environment, pair with fire safety week. Minimally the beach require maintenance with removing large item from the beach / water and racking the beach area. The Net Lake beach has lost both the dock and floating dock due to deterioration, and both should be replaced. The beach enhancement should include additional sand, tables and benches, sun shelters,

and change rooms as per previous capital project request suggest in 2013. As funds are received by the Municipality they will be allocated to the area of greatest concern or towards the intended project recipient. Each project will build upon each other to enhance the beach area and create an accessible environment.

Waterfront

The Waterfront location within the Municipality of Temagami is a beautiful site which includes the Municipal boat slips and designated swimming area. However, aside from minimal seasonal events, there are no attractants at the waterfront for the community. As reflected in the Recreation Master Plan survey the waterfront location was a top choice for residents as an outdoor recreation site to enhance and develop further. The goal for the waterfront is to develop and implement community involved initiatives and programming to enhance the overall atmosphere of the Temagami waterfront. Barriers to success would include establishing the right programming that attracts citizens and continues to attract citizens. Performance measures will be indicated by the increased appearance of citizens at the waterfront. The waterfront projects, programs and activities should also consider utilizing Forestry Island, located just off the shore of the waterfront. Two of the events that occur at the waterfront are the Canada Day celebrations and the Canoe Festival, which includes a large tepee. Current programs at the waterfront includes; The Public Library Tackle and Share and the water safety program. Government grants should be accessed to develop a concert platform at the waterfront for live performances. The Municipality should also encourage the Canoe Festival to establish programming at the waterfront for all ages, as they are already a large presence using this facility.

Caribou Mountain and Tower

The Caribou Mountain Museum, trails and Tower are a Temagami staple, as citizens from all around the world come to this location for the beautiful panoramic view. The trails located at Caribou Mountain are a part of the old growth forest network and provide a variation of levels of difficulty. This location, however, requires enhancement to the infrastructure, maintenance to trails and development and implementation of programming. The goal for the Caribou Mountain and Tower is to enhance infrastructure and increase programming and activities. One of the main barriers to success will be the expense in enhancing the surrounding area and the museum. These enhancements will be supported by government grants and volunteer assistance. While programming and activities will need to be supported by tower and museum revenue sources, including tower donations and museum sales. The programs and activities should be developed before the museum opens so that

they may be implemented simultaneously. Enhancement to infrastructure will occur as grants are approved for specific projects. It was recommended in the Recreation Master Plan surveys that the museum should include more historical information and provide services such as guided tours. These could be provided by one of the many local community groups. Living Temagami already uses the trails system for their mushroom hikes.

Trails System

The Temagami trails system focuses around the old growth forest. The old growth forest located on Lake Temagami, Temagami Island and at Caribou Mountain. The goal is to enhance and maintain the trails system while engaging the community and to develop guided tours. Barriers will include getting enough volunteers to assist with the maintenance of the old growth trails. Performance measures will be indicated from the increase in program participation. Knowledgeable local groups or volunteers should provide guided tours of the old growth forest and surrounding area. Tours may include; mushroom walks, wildlife walks and heritage walks. This will increase community heritage and knowledge while providing the community with a new experience.

Fitness Center

The Municipality does have an operational Fitness Center within the community. This is partnered with the Temagami Family Health Team, as it uses this facility. The Fitness Center also supports the volunteer fire departments and ambulance employees. However, it is small in both area and in the amount of equipment provided and is only geared towards a specific group of physically able citizens. The goal for the Fitness Center is inclusion for all citizens who would like to use the facility. Outdoor gym parks can also be developed within the Municipality to allow for another source of fitness within the community. A survey should be developed to specifically seek the views of the community regarding the fitness facility and further enhance the facility based upon the feedback received. A barrier to success is that it would cost a large portion of money to enhance the current gym facility to accommodate all those who wish to use it as the current space is not large enough to support additional equipment or facilitate additional citizens. Although grants can be applied for to provide revenue for the enhancement of the gym facility, the use of grants would be more successful for developing new outdoor fitness parks. Neighboring communities also have gym facilities that provide inclusion for all citizens who would like to use their fitness facilities as they offer more diversity in fitness equipment.

Theatre

The Municipality of Temagami owns a Theatre that is located at the Municipal office. This space is in good condition and requires little to no enhancement to facilitate programming. The Theatre is set up to show movies or view a concert. It does not have a backstage for theatrical performance. The issue remains that this facility is not properly utilized. The Theatre should be a well-used asset that brings in revenue for the Municipality for private rentals and movie viewings. The goal is to advertise and provide programming to increase the service demand of the Theatre. Barriers to success include that the Theatre is not easily wheelchair accessible. The Municipality currently holds an agreement to allow for the showing of “new” movies in the Theatre. The Theatre could operate as a small movie theatre, which is a very large attractant. The Municipality could also reach out to local musicians and provide live music entertainment in the theatre. Time and expense of each program will be determined by the recreation department. Performance measures will be based upon program attendance.

Chalet

One of the more underutilized recreation facilities within the community is the Chalet located on Jack Guppy Way. The Chalet has not been operational for many years now and is quickly deteriorating by not being operational. The goal is to enhance the Chalet so it may be operational and implement the use of the facility, either by advertising as a rental hall, or by developing programming. Barriers to success would include the expense cost of the enhancement of the Chalet to get it operational and attempting to develop yearly programming. As the Chalet cannot support recreation of any kind until it is enhanced and operational, Government grants will be a great support in enhancing the Chalet. In the past the Municipality has used the Chalet as a small ski and sliding hill for the community to use, this would be a great idea to start. During the non-winter months, the Chalet could operate as a rental and include programming such as guided white bear forest trail tours. Performance measures will be indicated by the use of the facility and the interest of programming or rental. After the Chalet is enhanced to operation standards, programming can begin development and implementation of programs.

7.7 PARKS

The Municipality has limited parks located within the Municipality, and the infrastructure to all of these parks' infrastructure will require enhancement. There are currently one Skate Park and two Children's Parks that are owned and maintained by the Municipality of Temagami. The goal is to create an

updated, accessible safe parks system for the community. At this time, it is not suggested that we purchase additional land for more park areas, but rather, the current infrastructure should be further enhanced and developed in its present locations. Barriers to success will include applying for and receiving government grants to support facility enhancement. Performance measures will be represented by the increase of infrastructure to the area. Many Municipalities are developing Memorial Parks to assist with the cost of parks infrastructure. Citizens may purchase an object, under the Municipality direction and have it placed and plaque with a memory of a loved one. Our neighboring communities, Latchford and Temiskaming Shores both have this policy already in place.

Skate Park

The Skate Park is located on O'Connor Drive in the downtown of Temagami, and was erected in 2018 and remains in good condition. The original proposed skate park by the Economic Development Committee also included other recreation infrastructure within the same area; a dog park, a community garden, a kid's park, a splash pad and restroom facilities. The only completed project was the Skate Park. A goal would be to further develop the Skate Park area to include other recreation infrastructure.

Spruce Park

Spruce Park is located in Temagami North on the main road, Spruce Drive. This park was erected a couple of years ago and remains in good condition. The park area also includes a community book drop and a volleyball grass court. The park, however, receives no shade, reaches extreme temperatures, and the grass court is extremely vulnerable to flooding, during these times the park becomes unusable. The goal would be to enhance infrastructure so these issues are resolved or are decreased.

Arena Park

The park area located at the outdoor sports complex, 100 a Spruce Drive, is deteriorating and almost nonexistent. This park should be demolished and a new park system should be developed. As this will be starting new, this park should be developed with accessibility for all and should include an outdoor fitness area. This newly developed park would be extremely beneficial to the community as it would be the only accessible one in the Municipality. This park is also located alongside the outdoor sports complex and would provide a safe free area for all to use during events, with groups or for their own leisure.

7.8 ARENA / OUTDOOR SPORTS COMPLEX

The 100A Spruce Drive arena and outdoor sports complex is the most underutilized recreation facility in the Temagami community. Underutilizing the capability to create revenue is Ontario Municipalities' number one missed opportunity in supporting programming and infrastructure development, enhancements, and programming implementation. All benefits are not financial. Although community arena facilities create more expense than revenue generated, providing this type of service to the community is a substantial asset to the wellbeing of the community members' mental and physical health.

The mental and physical health of Ontario citizens has been greatly affected by the recent Global pandemic. Providing facilities and programming to address these health concerns would decrease the strain on regional services including police and ambulance.

The goal for the arena and outdoor sports complex is to address the community demand to operate the facility by enhancing infrastructure, developing programming, and implementing programs and activities. The largest barrier to success will be hiring the most qualified, knowledgeable person for the recreation facility / program coordinator position. Programs and activities need to be developed and implemented for convenient and logical times for all ages. It is key to use communication by advertisement to attract business and group rentals. Propose volunteers to organize, plan and implement programs and events to lower the expense and cost to attendees.

The Master Plan Recreation survey unveiled that 42% of the respondents expressed a desire to volunteer and share a diversity of knowledge. Government grants and Municipal capital project budgets should be used for to support infrastructure improvements and increase facility accessibility. While programs and activities should be supported by the Municipal recreation operating budget, user fees and local volunteers. As recommended in the BDO Service Delivery Review and the Recreation Master Plan survey results, the most desired option for the arena is to renovate, expand programming and operational improvements. These changes will indirectly contribute to the success of economic development, citizen and business retention and tourism strategies.

Outdoor Sports Complex

The outdoor sports complex consist of a basketball court, tennis court, soccer field, walking track and baseball field. The sports complex is also adjacent the arena, Net Lake beach and park. All infrastructure is in poor or fair condition and require enhancements to facilitate programming. Once the facilities have been improved to meet current standards, programs should be implemented and lead by community volunteers. These programs should be age friendly and a schedule should be

developed to enhance program communication, and interest. The Municipality currently has no programming at this facility.

Arena Hall

The arena hall is one of the most rented facilities within the Municipality. The Municipality uses this space to facilitate many of the indoor recreation activities, and the few rentals mainly consist of wedding receptions. The hall includes separate access, private washrooms, kitchen and a bar area; it is also accessible by elevator. This facility requires minor enhancements related to its cosmetic appearance. Advertising should be used to increase facility rentals and user fees should be evaluated to provide special rates for specific uses or groups of people. For instance, a special rate for children birthday parties or rent for 2 days get the 3rd day half price. A schedule of age friendly programming, based on the recreation community survey results, should be developed and implemented to increase facility use.

Arena Ice Surface

The ice surface is one of the largest and was one of the most often used recreational assets of the community of Temagami. The Recreation Master Plan survey results clearly express that the ice surface is the most desired recreational asset, along with the programs that the ice surface facilitates; public skating, pickup hockey and curling. The ice surface is important as it provides a safe environment and encourages citizens of all ages to remain active and healthy during the winter months. The facility would benefit from infrastructure improvements aimed towards increasing energy efficiency and in turn reducing the operating costs. During the 2020/2021 & 2021/2022 winter season the Municipality did not installed the ice surface, causing some concern in the community. With a full time arena attendant, arena events / programs schedule, and a well-developed communication strategy we could increase use and revenues. Prime and fringe times for programming and rentals should be considered as well as special rates for specific groups.

Arena Non-ice Surface

During non-ice surface seasons the facility becomes underutilized as this surface is rarely rented and used for recreation. This surface requires minimal enhancement to facilitate rentals, programs and events. Advertisement of the facility will increase the facility rentals and encourage local and regional groups to use the surface to facilitate their programs. Programs and activities should also be developed and implemented by the Municipality to increase attendance.

7.9 NEXT STEPS

Public and Council Consultation

This document being the Draft Recreation Master Plan - Phase 1, will be presented to both the community and to Council for recommendations and meaningful review. This will be presented at a regular Council meeting allowing for an open public forum, and documents to be provided publically for viewing. The community and Council recommendations will be considered and reflected on by the Recreation Master Plan Committee. Edits will be made and put forth to Phase 2 of the Recreation Master Plan.

Phase 2

Phase 2 will begin by the Recreation Master Plan Committee enhancing, and developing meaningful implementation strategies that will be attainable under the guidance of the Facility Manager / Recreation Coordinator. New strategies should be stated and analyzed on the Implementation Work plans Form and prioritized as per the Master Plan direction. Once the implementation strategies are completed by the Recreation Master Plan Committee it will be presented to both the community and Council for recommendations and meaningful review. These will be considered and reflected on to make possible edits.

Master Plan

When the above draft document is complete the document will be known as the Recreation Master Plan. This document will provide the foundation for capital projects, grant application, future recreation development and future Implementation Workplans. Once the draft is complete the Recreation Master Plan Committee will be dismantled and the Recreation and Events Committee will presume its role of supporting parks and recreation within the Municipality. This document will remain a working document to support future implantation plans with the guidance of the Facility Manager/Recreation Coordinator.

Monitoring and Updating

As the Recreation Master Plan will remain a working document the Municipality of Temagami will regularly review and assess for revisions and recommendations to ensure the plan remains reflective of the community needs. The plan will be updated annually or when a new problem occurs, once goals are met, community needs change, Municipal needs change or plan becomes outdated due to time.

APPENDIX A COMMUNITY SURVEY RESULTS

APPENDIX A: COMMUNITY SURVEY RESULTS

SURVEY 1

SURVEY 2

APPENDIX B

RELATED

DOCUMENTS

APPENDIX B: RELATED DOCUMENTS

BY-LAW 20-1512 – User Fees

BY-LAW 20-1497 – Code of Conduct for Municipal Facilities

BY-LAW 16-1296 – Accessible Customer Service Policy

BY-LAW 10-921 – Municipal Facility Rental Policy

Terms of Reference – Recreation Master Plan Committee

Terms of Reference – Youth Advisory Committee

Municipality of Temagami Service Delivery Review

Steps to Develop Temagami's Recreation Master Plan

Implementation Workplans

Temagami Recreation Master Plan

Community Survey #1

Please list all household members below

Age		Gender	
0 to 6	7%	M	49%
7 to 12	12%	F	51%
13 to 18	5%		
19 to 34	13%		
35 to 49	18%		
50 to 64	25%		
65 +	20%		

1 Is Temagami your household's primary residence?

A. Yes	70%
B. No	7%
C. Seasonal	23%

2 How long has your household resided within Temagami?

A. Have always lived in Temagami	7%
B. Less than 1 year	3%
C. 1-5 Years	21%
D. 6-14 Years	20%
E. 15 - 25 years	13%
F. More than 25 years	36%

3 Where do you reside within Temagami?

A. The Village	24%
B. Temagami North	22%
C. Marten River	4%
D. Lake Temagami	24%
E. Lake Access Property	14%
F. Other	12%

4 What method of transportation does your household have access to?

A. Personal Vehicle	91%
B. Transportation with family or friends	1%
C. Community Transportation	0%
D. Recreational Vehicle	3%
E. Bike or Walk	5%
F. Other	0%

5 Does anyone in your household have a disability? If so, what accommodations would make facilities easier to use?

12% stated their household had a disability. Additional comments will remain confidential

6 How much would your household be willing to spend to participate in municipal planned recreational activities per year?

A. \$0.00 per person	15%
B. \$1.00 - \$50.00 per person	34%
C.\$51.00 - \$200.00 per person	37%
D.\$200.00 + per person	14%

7 4.24% of the overall municipal budget is allocated to parks and recreation / Arena / Tower. Would your household prefer this percentage to

A. Stay the same	37%
B. Minor increase	35%
C. Large increase	23%
D. Decrease	5%

8 How many days a week would your household be willing to participate in municipal planned recreational activities?

A. 0	24%
B. 1-2	59%
C. 3-5	16%
D. 6-7	1%

9 Which of the below options would your household be most willing to participate in municipal planned recreational activities?

Days of the week	Time of day		
Monday	Morning - 2%	Afternoon - 2%	Evening - 5%
Tuesday	Morning - 2%	Afternoon - 3%	Evening - 7%
Wednesday	Morning - 2%	Afternoon - 3%	Evening - 7%
Thursday	Morning - 2%	Afternoon - 3%	Evening 7%
Friday	Morning - 2%	Afternoon - 3%	Evening - 7%
Saturday	Morning - 8%	Afternoon - 8%	Evening - 7%
Sunday	Morning - 7%	Afternoon - 10%	Evening - 5%

10 Which season would your household be most willing to participate in municipal planned recreational activities?

A. Spring	15%
B. Summer	35%
C. Fall	20%
D. Winter	30%

11 Would your household prefer to participate in

A. Active Sports	10%
B. Non Sport Activities	19%
C. Both	58%
D. Neither	13%

12 Would your household prefer to participate in

A. Planned Recreational Activities	10%
B. Recreational assets available for use at any time	24%
C. Both	56%
D. Neither	10%

13 What planned recreational activities would your household prefer to see developed further?

A. Senior	24%
B. Adult	39%
C. Pre-Teen	14%
D. Youth	23%

14 What would your household prefer to happen to the Arena located at 100A Spruce drive?

A. Renovate Arena with expanded options and improvements	48%
B. Do nothing to the Arena and expand recreation programming only	42%
C. Repurpose Building for non recreational Uses	10%

15 Overall, how satisfied is your household with Temagami's senior recreation?

A. Very Satisfied	4%
B. Somewhat satisfied	6%
C. Neither satisfied nor dissatisfied	74%
D. Somewhat dissatisfied	6%
E. Very dissatisfied	10%

16 Would your household prefer the municipality to

A. Enhance Presently Owned Assets	40%
B. Develop or Acquire New Assets	8%
C. Both	42%
D. Neither	10%

17 Would your household be more interested in revitalizing/developing

A. Indoor Facilities	9%
B. Outdoor Facilities	20%
C. Both	8%
D. Neither	63%

18 What recreational area within the municipality would your household prefer to see revitalized/developed?

A. Temagami Waterfront - 7 Lakeshore Drive	25%
B. Caribou Mountain and Tower Area - 117 Guppy Way	17%
C. Community Center and outdoor recreation complex - 100A Spruce Drive	31%
D. Spruce Park - Spruce Drive	4%
E. Skate Park - O'Connor Drive	5%
F. Baseball Field - 110-112 Stevens Road	9%
G. Marten River Fire Hall - 2877 Highway 11	3%
H. Other	6%

19 Does your household visit outdoor recreation sites within Temagami?

A. Yes	84%
B. No	16%

20 How often does your household visit outdoor recreation sites within Temagami?

A. I do not visit	15%
B. Daily	10%
C. Once or twice a week	29%
D. Once a month	17%
E. Only on special occasions / Events	29%

**21 Which outdoor recreation sites within Temagami does your household visit?
(Answers include top results only)**

Waterfront	19%
Tower	18%
Caribou Mountain Trails	17%
Spruce Park	7%
Community Center	7%
Beach	5%
Ballfields	5%

22 Overall, how satisfied is your household with Temagami's outdoor recreation sites?

A. Very Satisfied	7%
B. Somewhat satisfied	29%
C. Neither satisfied nor dissatisfied	39%
D. Somewhat dissatisfied	19%
E. Very dissatisfied	6%

23 Does your household visit indoor recreation sites within Temagami?

A. Yes	51%
B. No	49%

24 How often does your household visit indoor recreation sites within Temagami?

A. I do not visit	40%
B. Daily	0%
C. Once or twice a week	15%
D. Once a month	10%
E. Only on special occasions / Events	35%

25 Which indoor recreation sites within Temagami does your household visit?

(Answers include top results only)

Arena	58%
Library	15%
Train Station	10%
Theatre	5%

26 Overall, how satisfied is your household with Temagami's indoor recreation sites?

A. Very Satisfied	1%
B. Somewhat satisfied	12%
C. Neither satisfied nor dissatisfied	64%
D. Somewhat dissatisfied	12%
E. Very dissatisfied	11%

27 Does your household participate in any planned recreational activities outside Temagami?

A. Yes	41%
B. No	59%

28 Which of the following communities does your household participate in planned recreation activities?

A. Latchford	7%
B. Temiskaming Shores	40%
C. North Bay	18%
D. Coleman	5%
E. Other	30%

29 On average, how many days a week does/will your household participate in planned recreational activities outside of Temagami?

A. 0	50%
B. 1-2	37%
C. 3-5	11%
D. 6-7	2%

**30 What planned recreational activities outside Temagami does/will your household participate in?
(Answers include top results only)**

Hiking	9%
Hockey	9%
Baseball	9%
Swimming	9%
Gymnastics	5%
Biking	5%
Fall Fair	5%

31 Historically, what organized recreational activities within Temagami has your household participated in?

A. Public Skating	30%
B. Public Hockey	14%
C. Summer Camps	11%
D. Pickle Ball	3%
E. Curling	12%
F. Yoga	5%
G. Snowshoeing	13%
H. Other	12%

31.B As above, Other

(Answers include top results only)

Baseball	13%
Shiverfest	9%
Soccer	7%
Fishing	7%
Dances	6%
Swimming Lessons	6%
Festivals	6%
Concerts	6%

32 Which community events has your household participated in the past?

A. Shiver fest	10%
B. Marten River Winterfest	5%
C. Lions Hockey Tournament	7%
D. Baseball Tournament	5%
E. Ling Fling	8%
F. Canada Day Celebrations	12%
G. Halloween Activities	6%
H. Easter Activities	5%
I. Christmas in the country	11%
J. Memorial tree lighting / Santa Train	9%
K. Breakfast with Santa	6%
L. Fishing Derby	5%
M. Canoe Festival	9%
N. Other	2%

32.B As above, Other

(Answers include top results only)

Market	16%
MR Pig Roast	6%
New Year Eve Celebration	6%
Remembrance Day	6%
Summer Camps	6%

33 Would your household be interested in volunteering with the development of recreational facilities programs?

A. Yes	39%
B. No	61%

34 Would your household be interested in volunteering with the implementation of programs?

A. Yes	44%
B. No	56%

Temagami Recreation Master Plan

Community Survey #2

1 Please list all household members below

AGE		Gender	
0 to 6	5%	M	53%
7 to 12	3%	F	47%
13 to 18	7%		
19 to 34	13%		
35 to 49	18%		
50 to 64	25%		
65 +	29%		

2 Is Temagami your household's primary residence?

A. Yes	62%
B. No	4%
C. Seasonal	34%

3 How long has your household resided within Temagami?

A. Have always lived in Temagami	17%
B. Less than 1 year	0%
C. 1-5 Years	14%
D. 6-14 Years	14%
E. 15 - 25 years	15%
F. More than 25 years	40%

4 Where do you reside within Temagami?

A. The Village	25%
B. Temagami North	28%
C. Marten River	1%
D. Lake Temagami	29%
E. Lake Access Property	7%
F. Other	13%

5 Did you participate in our earlier recreation survey?

A. Yes	55%
B. No	45%

6 If you or someone in your household has mobility concerns, how can the municipality address them?

Comments will remain confidential

7 If you or someone in your household would like to volunteer with recreation, how are you or they able to volunteer?

Comments will remain confidential

8 What outdoor recreation site within the municipality would your household prefer to see the municipality focus our attention and resources on? Please rank in order of preference.

Temagami Tower (117 Guppy Way)	1
Caribou Mountain Trails (117 Guppy Way)	2
Waterfront (7 Lakeshore Drive)	1
Spruce Park (Spruce Drive)	4
Community Center (100A Spruce Drive)	1
Beach (100 A Spruce Drive)	6
Ballfield (100 A Spruce Drive)	7
Ballfield (110-112 Stevens Road)	8
Skate park (O'Connor Drive)	9
Old Growth Trails (Lake Temagami)	10
Train Station (6715 Highway 11)	11
Marten River Fire Hall (2877 Highway 11)	12
Community Garden (7 Lakeshore Drive)	13

9 What indoor recreation site within the municipality would your household prefer to see the municipality focus our attention and resources on? Please rank in order of preference.

Arena Hall (100A Spruce Drive)	1
Arena Ice Surface (100A Spruce Drive)	1
Library (7 Lakeshore Drive)	1
Train Station (6715 Highway 11)	3
Gym (O'Connor Drive)	4
Theatre (7 Lakeshore Drive)	2
Chalet (117 Jack Guppy Way)	7
Marten River Fire Hall (2877 Highway 11)	8

**10 Are there any recreation sites within the municipality that you feel we have missed?
(Answers include top results only)**

- Mine sites (Sherman & Kanichee)
- Mine and Manitou Landing
- Goward Trails
- Lake Temagami

11 What holiday events would your household prefer to see the municipality focus our attention and resources on? Please rank in order of preference.

Family Day	3
Valentines Day	9
Easter	8
Earth Day	6
Canada Day	1
National Day for Truth and Reconciliation	2
Remembrance Day	2
Halloween	5
Christmas	2
New Years	10

**12 Are there significant holidays you feel we have missed in the previous question?
(Answers include top results only)**

- Founders Day that recognizes Temagami's history

13 What events would your household prefer to see the municipality focus our attention and resources on? Please rank in order of your preference. *These events may not presently include the municipality

Shiverfest	1
Marten River Winterfest	3
Lions Hockey Tournament	3
Baseball Tournament	4
Ling Fling	5
Fishing Derby	7
Canoe Festival	1
Community Market	2
Marten River Pig Roast	9
Gramps Stock	10
Duck Unlimited	11
Legion Fish Fry	8
TFN Pow Wow	13
Blueberry Fest	14
Marten Rive Yard Sale	15
Community Yard Sale	16
Music Festival	6
Country Christmas	18
Community Dances and Concerts	6
Curling	20
Steak fry	21

14 Are there other events you would like the municipality to focus our attention and resources on? (Answers include top results only)
Events at the Mine and Manito Landings
Canada Day Relay Race

15 What organized outdoor recreational activities would your household prefer to see the municipality focus our attention and resources on? Please rank in order of preference.

Summer Camps	1
Pickle Ball	19
Yoga	12
Snowshoeing	6
Baseball	2
Soccer	8
Swimming Lessons	7
Concerts / Music	1
Cross Country Skiing	10
Canoeing	2
Zumba	11
Volleyball	12
Gym Night	10
Hiking Tour	14
Tennis	15
Basketball	16
Cross Country Running	17
Ski / Sliding Hill	5
Geocaching	19

16 What organized indoor recreational activities would your household prefer to see the municipality focus our attention and resources on? Please rank in order of preference.

Public Skating	1
Public Hockey	2
Curling	3
Yoga	6
Dances	5
Concerts / Music	1
Zumba	8
Gym Night	8
Table Card Game	9

17 What new recreational activity would your household prefer to see within Temagami? Would you participate?

	Would not	Not Likely	May	Likely	Certainly
Gymnastics	59%	20%	5%	9%	7%
Technology Programs	21%	21%	28%	19%	11%
Martial Art Classes	39%	20%	22%	14%	5%
Art Classes	17%	14%	29%	29%	11%
Cooking Classes	16%	12%	33%	32%	7%
Knitting Classes	47%	29%	9%	11%	2%
Dance Classes	31%	26%	16%	18%	9%
Bingo	31%	13%	26%	19%	11%

- 17.B As above, Other**
(Answers include top results only)
Swimming Lessons
Village Veteran Commemoration Park
Community Shed
Splash Pad
Book Club

18 Do you have any further comments?
Comments will remain confidential

19 Are you answering this survey as an individual or on behalf of your family?

A. Individual	33%
B. Family	69%

20 In the previous survey approximately 90% of participants do not want to see the arena repurposed. Using 2017 as a reference, the municipality runs about \$120,000 deflect in operating cost. Do you have any further comments?
Comments will remain confidential

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

BY-LAW NO. 20-1512

Being a by-law to set fees and charges for services, activities and use of municipal property.

WHEREAS under Section 391 of the Municipal Act, 2001, S.O., 2001, c.25; 2006, c. 32, Sched. A, s. 163 (1), as amended, a municipality may pass by-laws imposing fees or charges on persons,

- (a) for services or activities provided or done by or on behalf of it;
- (b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or local board; and
- (c) for the use of its property including property under its control.


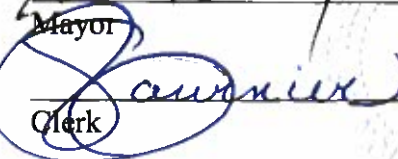
AND WHEREAS the Council of the Corporation of the Municipality of Temagami wishes to set fees and charges for services, activities and for the use of its property;

NOW THEREFORE the Council of the Corporation of the Municipality of Temagami hereby enacts as follows:

1. That the fees and charges be set and adopted by Council as set out in Schedules "A" to "M", which are attached hereto and form part of this by-law;
2. That this by-law repeals by-law 15-1272;
3. That this By-law shall be cited as the "2020 User Fee By-law";
4. That updates to this by-law within the year may be authorized by a resolution of Council;
5. That the Clerk of the Municipality of Temagami is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law.
6. That this by-law shall come into force and take effect on the 1st day of July 2020.

BE TAKEN AS READ A FIRST time on this 25th day of June, 2020.

READ A SECOND AND THIRD time and finally passed this 25th day of June, 2020.


Mayor

Clerk

SCHEDULE A - CEMETERY FEES

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2020 Proposed Fee</i>
Adult Full Internment Fee (Week day) - R	275.00	850.00
Adult Full Internment Fee (Week day) - NR	375.00	1275.00
Adult Full Interment Fee (Weekend/Holiday) - R	275.00	1120.00
Adult Full Interment Fee (Weekend/Holiday) - NR	375.00	1680.00
Adult Cremation/Columbarium Interment (Week Day) - R	275.00	500.00
Adult Cremation/Columbarium Inter (Week Day) - NR	375.00	750.00
Adult Cremation/Columbarium Inter (Weekend/ Holiday) - R	275.00	700.00
Adult Cremation/Columbarium Inter (Weekend/ Holiday) - NR	375.00	1050.00
Child Interment, Creamation and Columbarium	75.00	100.00
Cemetery Lot - R	350.00	375.00
Cemetery Lot - NR	720.00	750.00
Fees to Perpetual Care (40% of the lot Sale) - R	140.00	150.00
Fees to Perpetual Care (40% of the lot Sale) - NR	288.00	300.00
Monument Installation	100.00	100.00
Marker Installation	50.00	50.00
Foundation Layout	25.00	50.00
Corner Post Layout	25.00	50.00
Memory Wall Inscription	177.00	200.00
Transfer Internment Rights - R	25.00	30.00
Transfer Internment Rights - NR	25.00	50.00
Disinterment - R	500.00	1000.00
Disinterment - NR	1000.00	1500.00
Columbarium - R	856.00	1000.00
Columbarium - NR	1479.00	1500.00
Second Open/Closes Columbarium - R	150.00	150.00
Second Open/Closes Columbarium -NR	200.00	225.00
Fees to Perpetual Care Fund for Columbarium - R	128.00	150.00
Fees to Perpetual Care Fund for Columbarium - NR	221.00	225.00

Notes:

R = Resident/Ratepayer

NR = Non Resident/Ratepayer

SCHEDULE B - TIPPING FEES

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2020 Proposed Fee</i>
Ratepayers 3 cubic metres-1/2 ton load - limit 1 per week	No charge	No charge
Domestic waste/m3	6.30	7.00
Organic Waste/m3	3.30	4.00
Metals - Providing it is disposed of in the metal pile at site	No charge	No charge
Objects containing Freon Gas	No charge	75.00
Inorganic earth like material/m3	6.30	7.00
Construction materials including shingles/m3	6.30	7.00
Commercial & Government garbage/m3	6.30	7.00
Dump truck load of allowable waste/load	157.50	175.00
Burnable Brush - residents	No charge	No charge
Non-resident Commercial annual user fee	288.75	300.00
Non-residents annual user fee	125.00	135.00
Commercial Spills Waste/approval basis only - quotation required		
Electronic Waste		No charge
Blue Box Replacement	10.00	15.00
Boats/foot	6.60	7.50
Service Calls - during closed hrs (min one hr)	40.00	45.00

SCHEDULE C - CONNECTION RATES FOR WATER AND SEWER

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2020 Proposed Fee</i>
Water or sewer service call - per hr, per person, 1 hr min	42.00	45.00
Water Shut Off -- Seasonal - per hr, per person, 1 hr min	31.00	45.00
Sewer Shut Off -- Seasonal - per hr, per person, 1 hr min	31.00	45.00
Water Turn On -- Seasonal - per hr, per person, 1 hr min	31.00	45.00
Sewer Turn On -- Seasonal - per hr, per person, 1 hr min	31.00	45.00
Water connection fee for Residential Users	775.00	870.00
Water connection fee for Commercial Users	1030.00	1155.00
Sewer connection fee for Residential Users	775.00	870.00
Sewer connection fee for Commercial Users	1030.00	1155.00

Notes:

Materials that may be required are not included in above rates

Materials will be billed to user at cost

SCHEDULE D - PUBLIC WORKS

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2020 Proposed Fee</i>
Service call - per hr, per person, 1 hr min		45.00

Notes:

Equipment rates adjusted annually to be equal to the rates established by the Ministry of Transportation commonly referred to the MRA 135 rates.

Materials will be charged at cost

SCHEDULE E - RANTAL RATES FOR MUNICIPAL FACILITIES EQUIPMENT

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2020 Proposed Fee</i>
COMMUNITY CENTRE/ARENA		
Arena Ice Rental/hr	68.00	100.00
Minor Hockey Ice Rate/hr	35.00	75.00
Temagami Public School Rental/hr		75.00
Adult Pick-up Hockey/person		7.00
Children's Pick-up Hockey/person	4.00	5.00
Public Skating/person	2.50	3.00
Arena Ice Rental/day	650.00	800.00
Arena Ice out Rental/hr	45.00	50.00
Arena Rental Ice out /day	515.00	500.00
Arena Weekend rental - Ice surface and Hall	1500.00	2000.00
Arena Hall Rental/hr	35.00	40.00
Arena Hall Rental/day	400.00	350.00
Arena Hall for Fitness Class (\$1.00 per person max \$20.00)	10.00	20.00
Local Service Clubs/Lion Non Profit Hall Rental/event	150.00	200.00
Kitchen Use		150.00
SoCan Fee		20.00
Set Up - Clean Up/hr		45.00
Ballfield Rental/weekend	200.00	200.00
WELCOME CENTRE MEETING ROOM RENTAL		
Theatre/hr	45.00	50.00
Theatre/day	120.00	150.00
Council Chamber/day	90.00	100.00
Council Chamber/hr		25.00
Set Up - Clean Up/hr	60.00	45.00

SCHEDULE F - USE OF MUNICIPALITY DOCKS AT WELCOME CENTRE

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2020 Proposed Fee</i>
Seasonal/feet (6 month season - min \$400.00 fee)		25.00
Monthly up to 19'		200.00
Monthly Over 19'		250.00
Weekly	94.5	120.00
Daily	26.25	30.00

Notes:

Seasonal from the long weekend in May up October 31

Maximum boat size = 10 feet wide by 30 feet in length

SCHEDULE G - PARKING RATES

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2020 Proposed Fee</i>
Parking Site with hydro	155.00	250.00
Parking Site without hydro	120.00	150.00
Arena Parking for Transport Trucks	95.00	250.00

Removed as per Resolution #20-169

SCHEDULE H - MISCELLANEOUS CHARGES

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2020 Proposed Fee</i>
Administrative search/hr (one hr min)		45.00
NSF cheques/cheque	50.00	50.00
Tax Water Certificate (Include water)	45.00	50.00
Tax Registration File Fee		400.00
Duplicate Receipt		10.00
Photocopies Letter-Legal B&W/page	0.25	0.50
Photocopies Letter-Legal color/page		1.00
Photocopies Ledger B&W/page	0.50	0.75
Photocopies Ledger size color/page		1.50
Photocopies Certified as true copies/page	2.00	5.00
Laminating Letter		2.50
Laminating Legal/Ledger		5.00
Faxes - received or sent for first page	2.50	2.50
Faxes - for remaining pages	0.50	0.50
Commissioning Affidavits Non-Resident		40.00
Commissioning Affidavits Resident		20.00
9-1-1 Signs and Posts		
Installation of New Residential	65.00	100.00
Replacement Post	25.00	50.00
Replacement Sign Plate	40.00	75.00
Hawkers and Peddler's Licence/year	175.00	200.00

SCHEDULE I - ANIMAL TAG FEES		
<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2020 Proposed Fee</i>
IMPOUNDMENT OR DISTRAINED		
Impoundment Fee	25.00	30.00
Daily Boarding Fee	20.00	25.00
Weekend Boarding Fee	40.00	90.00
Humane Services/Adoption Fee	40.00	50.00
Euthanasia Supplies Fee	10.00	70.00
Disposal of Surrendered /Non-Impounded Animal Fee up to 18Kg (40 pounds)	50.00	50.00
Disposal of Surrendered /Non-Impounded Animal Fee over 18Kg (40 pounds) up to Kg (110 pounds)		75.00
Disposal of Surrendered /Non-Impounded Animal Fee over 18Kg (110 pounds)		100.00
TAGS AND LICENSES – SECTION 5		
Annual Fee	40.00	40.00
Annual Fee for Spayed or Neutered	30.00	30.00
Annual Fee for Senior owner	30.00	20.00
Annual Fee for Spayed/Neutered + Senior	20.00	10.00
Kennel Licence Fee	100.00	200.00
Replacement Tag		25.00

Note:

Annual fee for first three months set at 50% of the fee above.

SCHEDULE J - FIRE DEPARTMENT FEES

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2020 Proposed Fee</i>
BURNING PERMITS		
Open Air Burning Permits/season	40.00	40.00
Open Air Burning Permits/month	20.00	20.00
Open Air Burning Permits/week	10.00	10.00
ANNUAL RESPONSE - UNORGANIZED AREA		
Annual fee	125.00	135.00
REPORT/SEARCH		
Emergency Response Report	52.00	55.00
Fire Code Compliance-Record Search & Response Letter	52.00	55.00
SPECIFIC INSPECTION/REPORTS FEES		
Inspection (1st hr or part thereof)/hr	60.00	60.00
Additional hrs (or part thereof)/hr	30.00	30.00
Report	60.00	60.00
SALE INSPECTION		
Residential	120.00	120.00
Commercial	180.00	180.00
LIQUOR LICENSE		
Liquor License Application	60.00	60.00
Liquor Licence Inspection Request	120.00	120.00
FIRE DEPARTMENT TRUCK		
Special Occasion Attendance/vehicle	155.00	160.00
EMERGENCY RESPONSES		
Standby Requests - excluding Emergency Response		
Stanby Requests - 1 hr or part thereof/vehicle	410.00	485.00
Stanby Requests - 1/2 hr or part thereafter/vehicle	205.00	242.50
Fire coverage propertites outside the Municipality	125.00	135.00
Structural fires/CO alarms outside the Municipality		
1hr or part therof/vehicle	410.00	485.00
1/2 hr or part thereafter/vehicle	205.00	242.50
Emergency Services Response on Provincial Highways		
1 hr or part therof/vehicle	410.00	485.00
1/2 hr or part thereafter/vehicle	205.00	242.50
Plus any additional clean-up costs	Actual costs	Actual costs
Emergency Services Response on other Roadways		
1 hr or part therof	410.00	485.00
1/2 hr or part thereafter/vehicle	205.00	242.50
Response to hazardous material, dangerous goods incident		
1 hr or part therof/vehicle	410.00	485.00
1/2 hr or part thereof/vehicle	205.00	242.50
Plus any additional clean-up costs	Actual costs	Actual costs
Respond to Natural Gas Incident outside residence or business		
1 hr or part therof/vehicle	410.00	485.00
1/2 hr or part theafter/vehicle	205.00	242.50

Response to Hydro or Bell (Ontario) Callots (includes stand-by time)		
1 hr or part thereof/vehicle	410.00	485.00
1/2 hr or part thereafter/vehicle	205.00	242.50
False alarm response - malicious		
1 hr or part thereof/vehicle	410.00	485.00
1/2 hr or part thereafter/vehicle	205.00	242.50
False alarm response notification failure	500.00	590.00
False alarm response-accidental	350.00	415.00

Fire Report:

As requested by business professional. All requests must be provided in writing.

Copy provided to owners or insurance companies upon request.

OPP or other fire will be charged.

File Search:

As requested by business professional; lawyers in real estate closing, etc. All request must be provided in writing.

Inspections:

As requested by business professionals; lawyer in real estate closing, etc. All request must be provided in writing along with written permission from owner.

Vehicle Rate

As established by the Ministry of Transportation

Will be updated automatically

SCHEDULE K - BUILDING FEES

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2020 Proposed Fee</i>
Residential fee formula (New Homes; sleep cabins; additions; carports; garages; boat houses; accessory buildings greater than 220 square feet in size and major renovations with a value of \$10,000 or higher)	9.00/1000.00 const value or 1.50 x ft ² , which ever is greater Min permit fee: 330.00	9.75/1000.00 const value or 1.60 x ft ² , which ever is greater Min permit fee: 356.00
Commercial/industrial fee formula (include additions and major renovations)	8.00/1000.00 const value or 1.20 x ft ² , which ever is greater Min permit fee: 330.00	8.65/1000.00 const value or 1.60 x ft ² , which ever is greater Min permit fee: 356.00
Installation of Solid Fuel Burning Appliance/Chimney	110.00	119.00
Retaining Wall	220.00	238.70
Factory built Solariums / sunrooms	220.00	238.70
Deck/Porch and accessory building up to 220 sq. ft in size	165.00	179.00
Fence	110.00	119.00
Window Replacement (if changing size or structure)	110.00	119.00
Minor Residential Alterations or Repairs, under \$10,000	110.00	119.00
Demolition Permits	110.00	170.00
File Search and Compliance Letter Fee	60.00	100.00
Change of Use	220.00	238.00
Transfer of Permit	55.00	59.60
Deferral of Revocation of Permit	55.00	59.60
Conditional Permit	165.00	8.50/1000.00 permit value Min fee: 85.50 + 210.00 admin fee
Partial occupancy permit	110.00	119.00
Revision to Permit	82.00	90.00
Plumbing Permit Fees (fix=fixture)	66.00 + 4.00/fix	71.60 + 4.50/fix
HVAC Permit Fees new or replacement/alterations	110.00	119.00
HVAC Permit Fees special ventilation systems	110.00	119.00
Water based property inspections/hr	70.00	120.00
Land based property inspections/hr	45.00	85.00
Renewal fee for all building permits	100.00	108.25
Application submitted after work has begun	Double BP fees	Double BP fees
Inspection fee when an Order has been issued		200.00
Building permit for an accessible upgrade		50.00

SCHEDULE L - PLANNING FEES

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2020 Proposed Fee</i>
Subdivision Agreement		4000.00
Consent: Lot Addition	600.00	500.00
Consent: Lot Right of Way	600.00	500.00
Consent: Severance	1200.00	1000.00
Consent: Re-circulations	150.00	100.00
Consent: Stamping of Deeds	150.00	100.00
Consent: Agreement as a Condition to Severance	200.00	150.00
Zoning By-law Amendment	1200.00	500.00
Minor Variance	600.00	500.00
Minor Variance : Re-circulations	150.00	100.00
Consent and Minor Variance Agreement	200.00	150.00
Site Plan Control Application/registered	200.00	100.00
Major Site Plan Control Application/registered	800.00	866.00
Site Plan Application Agreement Amendment	100.00	216.50
Road Allowance-Shore Road	1200.00	1300.00

Notes:

*All Fees do not include expenses which will be billed at cost

Expenses include:

Advertising

Registration Fees

Legal Fees

Planning Consultant Fees

SCHEDULE M - BY-LAW FEES

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2020 Proposed Fee</i>
Property Standards Orders (registered on title or remove title)		100.00
Inspection of property or compliance letter		100.00
Record search and compliance letter		100.00
Property Standard Appeal fee	150.00	162.00

Notes:

Hourly inspection rates for properties outside the urban area are
\$85.00 for rural properties and \$120 for lake access only properties to recover cost to provide
these inspections.

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

BY-LAW NO. 20-1497

Being a By-law to adopt a Code of Conduct for Municipal Facilities Policy, providing the public with the rules and regulations at Municipal Facilities and gives direction to Municipal Representatives in the performance of their duties and responsibilities.

WHEREAS, Section 8(1) of the Municipal Act, 2001, S.O. 2001, as amended, provides that the powers of a municipality under this or any other Act shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS, Section 10(2) of the Municipal Act, 2001, S.O. 2001, as amended, authorizes that single tier municipalities may pass by-laws regarding accountability and transparency of the municipality and its operations;

AND WHEREAS, Section 426 of the Municipal Act, 2001, S.O. 2001, as amended, provides that no person shall hinder or obstruct any person who is exercising a power or performing a duty under the Municipal Act, 2001, S.O. 2001 or under a by-law passed under the Act;

AND WHEREAS, the Code of Conduct for Municipal Facilities ion Areas Policy sets the standard of conduct for all users of Municipal Facilities and Public Parks and sets the responsibilities for Municipal Representatives responsible for public functions:

1. To ensure that everyone who uses Municipal Facilities does so without fear of bullying, harassment or intimidation;
2. To ensure that everyone understands the rules when using the Municipal Facilities;
3. To ensure acceptable behavior when using Municipal Facilities;
4. To provide Municipal Representatives and staff with clear direction and outline their responsibilities in relation to the Code of Conduct at Municipal Facilities.

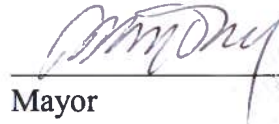
NOW THEREFORE BE IT RESOLVED, the Council of the Corporation of the Municipality of Temagami enacts as follows:

1. THAT this Council does hereby adopt the Code of Conduct for Municipal Facilities and Public Recreation Areas Policy as provided in Schedule "A";

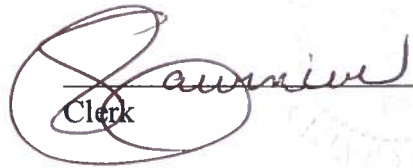
2. That this By-Law shall come into full force and effect upon final passing thereof.

READ A FIRST time this 30th day of January 2020.

READ A SECOND AND THIRD time and finally passed this 30th day of January 2020.



Mayor



Clerk



MUNICIPALITY OF TEMAGAMI POLICY MANUAL
SECTION: COMMUNITY SERVICES
SUB-SECTION: MUNICIPAL FACILITIES & PUBLIC PARKS
POLICY TITLE: **CODE OF CONDUCT FOR MUNICIPAL
FACILITIES & PUBLIC RECREATION PARKS**
SCHEDULE A TO BY-LAW: 20-1497
POLICY NO: **2.9.1b**

PURPOSE:

This policy establishes standards of conduct for all people using any the Municipal Facilities/buildings and public recreation areas within the Municipality of Temagami

The goal of this policy is:

- a) To ensure that everyone who uses Municipal Facilities does so without fear of bullying, harassment or intimidation
- b) To ensure that everyone enjoys the use of Municipal Facilities.
- c) To ensure that everyone understands the rules when using the Municipal Facilities
- d) To ensure acceptable behavior when using Municipal Facilities.
- e) To provide Municipal Representatives and staff with clear direction and outline their responsibilities in relation to the Code of Conduct at Municipal Facilities.

DEFINITIONS:

Corporation: shall mean the Corporation of the Municipality of Temagami.

Municipal Facilities: shall mean any municipally owned or operated Facility, Building, Park, Recreation Land and all other Municipal Property.

Municipal Representatives: is any person who volunteers or is employed by the Corporation of the Municipality of Temagami and is the person appointed to be in charge of the Municipal Facility at the that time.

Stakeholders: any person using Municipal Facilities.

Policy:

All Municipal Representatives shall:

- 1) Make every effort to provide prompt, effective and courteous service.
- 2) Ensure the rules are applied fairly and professionally.
- 3) Respect all stakeholders.
- 4) All concerns and violations shall be reported to the Municipal Representative responsible for the facility and/or event immediately.
- 5) The Municipal Representative shall record the concern in a daily log book.
- 6) The Municipal Representative shall take appropriate action to resolve the matter and ensure all parties have been addressed without bias in accordance with the posted rules.
- 7) All actions taken shall be recorded in the daily log book.

All Stakeholders shall:

- 1) Maintain a positive environment.
- 2) Respect all individuals.
- 3) Refrain from making threats and using abusive or harassing language and behavior.

SCHEDULE 1

Signs shall be posted at all Municipal Facilities stating the rules and consequences:

Violent or abusive behaviours such as verbal threats and insults, attempts to intimidate as well as physical assault and battery have no place in the Municipality of Temagami Facilities. The Municipality of Temagami has a Code of Conduct Policy and failure to comply with this policy may result in revocation of user privileges and/or eviction from the facility.

SCHEDULE 2

Signs shall be posted at the arena with the public skating rules as follows:

RULES OF CONDUCT

For the safety and enjoyment of all patrons and skaters please respect the following Public Skating Rules. The following items are not permitted on the ice surface:

- No food or drink permitted on the ice surface
- No erratic/excessive speed skating
- No balls/pucks/chairs/pylons/strollers/sticks or any other item which might interfere with the safety of any skater while on the ice surface except with the permission and supervision of the Municipal Representative.
- No headsets, cell phones or hand held electronic devices are to be used while skating
- No carrying of children is to be permitted
- No sitting on the boards or loitering
- Skate with the direction of all skaters/no weaving in and out of other skaters
- Centre of ice is reserved for beginner/inexperienced skaters
- Please respect, listen to and follow instructions from the skate patrol and/or arena staff at all times.
- Respect other skaters
- Report all accidents or injuries to skate patrol or arena staff members immediately
- All participants must wear skates on the ice surface
- No unruly behaviour or profanity
- Consider the use of a helmet
- Wheelchairs are permitted on the ice providing the wheels are cleaned before use and that the operator of the wheelchair is wearing ice skates. Please keep the wheelchair next to the boards, away from skating traffic for the safety of the accessibility participant and other skaters.
- Any person under the influence of alcohol or drugs should not be permitted to participate in any public skating event.
- Violations should be reported to the person in charge of the event immediately.

Approval Date:	January 30, 2020	Resolution #:	20-041
Amendment Date:		Resolution #:	
Amendment Date:		Resolution #:	
Amendment Date:		Resolution #:	

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

BY-LAW NO. 16-1296

Being a by-law to adopt an Updated Accessible Customer Service Policy for the Municipality of Temagami.

WHEREAS under Section 8. (1) (a) and (b) of the Municipal Act, 2001, S.O., 2001, c.25, as amended, the powers of a municipality under this or any other Act shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS, as required by the Accessibility for Ontarians with Disabilities Act, 2005 (the Act) and Ontario Regulation 429/07, the Council of the Corporation of the Municipality of Temagami adopted an Accessible Customer Service Policy by By-law 09-872 on the 10th day of September 2009 regarding the provision of its goods or services to persons with disabilities;

AND WHEREAS the Province of Ontario has made changes to the accessible customer service standard and the Integrated Accessibility Standards Regulation under the Act, effective July 1, 2016, which require municipalities to update their Accessible Customer Service Policies;

NOW THEREFORE the Council of the Corporation of the Municipality of Temagami hereby enacts as follows:

1. That the Municipality hereby adopts the revised ACCESSIBLE CUSTOMER SERVICE POLICY attached hereto as Schedule "A" to this by-law;
2. That By-law 09-872 is hereby repealed and replaced by this by-law;
3. That the Clerk of the Municipality of Temagami is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to this by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law.
4. That this bylaw shall come into force and take effect upon final passing thereof.

TAKEN AS READ A FIRST time on this 30th day of June 2016.

READ A SECOND AND THIRD time and finally passed this 30th day of June 2016.

Mayor

Clerk

Schedule “A” to Bylaw 16-1296

The Municipality of Temagami Accessible Customer Service Policy

Customer Service Policy Statement:

Providing Services to People with Disabilities

1. Our mission

The Corporation of the Municipality of Temagami exists to serve its residents and those who come to experience the area. We are dedicated to creating and maintaining a balance between the global attraction of Temagami’s wilderness and a successful business community. We are also dedicated to achieving the sustainable development of the Temagami area’s natural resources, while conserving and ensuring the area’s natural heritage and ecological diversity.

2. Our commitment

In fulfilling our mission, the Municipality of Temagami strives at all times to provide its services in a way that respects the dignity and independence of people with disabilities. We are also committed to giving people with disabilities the same opportunity to access our services and allowing them to benefit from the same services, in the same place and in a similar way as other residents and visitors.

3. Providing service to people with disabilities

The Municipality of Temagami is committed to excellence in serving all residents and visitors including people with disabilities and we will carry out our functions and responsibilities in the following areas:

3.1 Communication

We will communicate with people with disabilities in ways that take into account their disability.

We will train all of the following people on how to interact and communicate with people with various types of disabilities: staff, Members of Council, volunteers (including but not limited to committee members and volunteer firefighters), and all other persons who provide goods or services on behalf of the Municipality.

3.2 Telephone services

We are committed to providing fully accessible telephone service to our residents and visitors. We will train staff to communicate with the public over the telephone in clear and plain language and to speak clearly and slowly.

We will offer to communicate with individuals by email or fax, if telephone communication is not suitable to their communication needs or is not available.

3.3 Assistive devices

We are committed to serving people with disabilities who use assistive devices to obtain, use or benefit from our services. It is our policy to allow people to use their personal assistive devices to access our services. We will ensure that our staff is trained and familiar with various assistive devices that may be used by persons with disabilities while accessing our services.

We will also ensure that staff knows how to use the following assistive devices available on our premises for the public:

- Keyed elevator at the community center for people with limited mobility.

3.4 Billing

We are committed to providing accessible tax bills to our ratepayers and accessible invoices to those who use our billable services. Upon request, we will provide enlarged copies of tax bills or invoices or send a scanned copy by email.

We will answer questions that our residents or visitors may have about the content of the tax bill or invoice in person, by telephone or email.

4. Use of service animals and support persons

We are committed to welcoming people with disabilities who are accompanied by a service animal on the parts of our premises that are open to the public and other third parties. We will also ensure that all staff, volunteers and others dealing with the public are properly trained in how to interact with people with disabilities who are accompanied by a service animal.

We are committed to welcoming people with disabilities who are accompanied by a support person. Any person with a disability who is accompanied by a support person will be allowed to enter the Municipality of Temagami's premises with his or her support person. At no time will a person with a disability who is accompanied by a support person be prevented from having access to his or her support person while on our premises. If we cannot easily identify that an animal is a service animal, we may ask the person to provide documentation from a regulated health professional. The documentation must confirm that the person needs the service animal for reasons relating to their disability.

“Support person” means, in relation to a person with a disability, another person who accompanies him or her in order to help with communication, mobility, personal care or medical needs or with access to goods, services or facilities. If a person with a disability is accompanied by a support person, the Municipality shall ensure that both persons are permitted to enter the premises together and that the person with a disability is not prevented from having access to the support person while on the premises. When there is a charge for admission to events and attractions provided by the Municipality of Temagami, the regular admission fee will be charged to a person with a disability who is accompanied by a support person, but there will be no admission charge for the support person. Patrons will be informed of this by a notice that will be

posted at the Municipality of Temagami's premises where the event or attraction is taking place and will also be included in any flyers, posters, or website postings for the event.

In certain cases, the Municipality of Temagami might require a person with a disability to be accompanied by a support person for health or safety reasons. If such a case arises, before making a decision, the supervising staff person, or their delegate, must:

- consult with the person with a disability to understand their needs;
- consider health or safety reasons based on available evidence;
- determine if there is no other reasonable way to protect the health or safety of the person or others on the premises.

5. Notice of temporary disruption

The Municipality of Temagami will provide the public with notice in the event of a planned or unexpected disruption in the facilities or services usually used by people with disabilities. This notice will include information about the reason for the disruption, its anticipated duration, and a description of alternative facilities or services, if available.

The notice will be placed at all public entrances and service counters on the premises.

6. Training for Council, Staff, Volunteers and Others

The Municipality of Temagami will provide training to all Members of Council, employees, volunteers and other third parties who provide goods or services on behalf of the Municipality.

For those persons who were not trained under the previous regulation, this training will be provided within 3 months of the passing of this policy by by-law. Going forward new employees will be trained within the 3 month probationary period after commencing employment for staff; within 3 months of being elected or appointed for the Mayor, Council and committee members; and within 3 months of entering into a contract to provide goods or services for other parties who provide goods or services on behalf of the Municipality.

Training will include the following:

- The purposes of the Accessibility for Ontarians with Disabilities Act, 2005 and the requirements of the customer service standard;
- How to interact and communicate with people with various types of disabilities;
- How to interact with people with disabilities who use an assistive device or require the assistance of a service animal or a support person;
- How to use the keyed elevator at the arena (recreation staff/volunteers);
- What to do if a person with a disability is having difficulty in accessing the Municipality of Temagami's services;
- The Municipality of Temagami's policies, practices and procedures relating to the customer service standard.

All individuals who have been trained, will be informed on an ongoing basis when changes are made to the Municipality's policies, practices and procedures. If required, additional training will also be provided at that time.

7. Feedback process

The ultimate goal of the Municipality of Temagami is to meet and surpass the expectations of residents and visitors while serving persons with disabilities. Comments on our services regarding how well those expectations are being met are welcome and appreciated.

Feedback regarding the way the Municipality of Temagami provides services to people with disabilities can be made in person at the Municipal office, or by telephone, fax, email or regular mail. All feedback will be directed to the CAO or his or her designate. Persons submitting comments can expect to hear back within 10 business days.

The Municipality shall, on request, provide or arrange for accessible formats and communication supports, if required by a person with disabilities to provide feedback on how the Municipality provides accessible customer service.

Complaints will be addressed according established municipal procedures.

8. Modifications to this or other policies

We are committed to developing customer service policies that respect and promote the dignity and independence of people with disabilities. Therefore, no changes will be made to this policy before considering the impact on people with disabilities.

Any policy of the Municipality of Temagami that does not respect and promote the dignity and independence of people with disabilities will be modified or removed.

9. Questions about this policy

This policy exists to achieve service excellence to residents and visitors with disabilities. If anyone has a question about the policy, or if the purpose of a policy is not understood, the CAO of the Municipality of Temagami, or his or her designate, should be contacted to provide an explanation.

Appendix A: Sample Documents for Notifying the Public about Disruptions in Service

Sample 1

Dear Residents and Visitors,

The arena elevator will be out of service from April 1 to 3 for routine maintenance. This has been arranged for a time when no events are scheduled in the upstairs hall. If you need to access the upstairs at the arena during this time, Parks and Recreation staff will make every effort to assist you. If you have questions or concerns, please call [569-3274].

Thank you.

Arena Manager

Sample 2

Dear Residents and Visitors,

Our accessible washroom on the lower floor of the Welcome Centre is out of service due to a broken pipe. A repair person will be on the premises tomorrow to fix it. In the interim, please use the accessible washroom on the upper level. We apologize for any inconvenience.

Thank you.

CAO

Appendix B: Sample Documents for Obtaining Feedback

Sample 1

Customer Service Feedback Form

The Municipality of Temagami is committed to serving our residents and visitor and we strive to meet everyone's needs.

Please tell us the date and time of your visit:

Did we respond to your customer service needs today? ☐ YES ☐ NO

Was our customer service provided to you in an accessible manner?

☐ YES ☐ SOMEWHAT ☐ NO (please explain below)

Did you have any problems accessing our services?

☐ YES (please explain below) ☐ SOMEWHAT (please explain below) ☐ NO

Please add any other comments you may have:

Contact information (optional):

Thank you.

CAO

Sample 2

Record of Customer Feedback

Date feedback received:

Name of customer **[optional]**:

Contact information (if appropriate):

Details:

Follow-up:

Action to be taken:

Staff member:

Date:

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

BY-LAW NO. 10-921

Being a by-law to adopt a Municipal Facility Rental Policy for the Municipality of Temagami.

WHEREAS under Section 8. (1) of the Municipal Act, 2001, S.O., 2001, c.25, as amended, the powers of a municipality under this or any other Act shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues.

AND WHEREAS the Municipality deems it expedient to have a policy to govern the rental and booking of municipal facilities;

AND WHEREAS the Council of the Corporation of the Municipality of Temagami deems it advisable to amend the Municipal Facility Rental Policy and Agreements as set forth in By-law No.10-896;

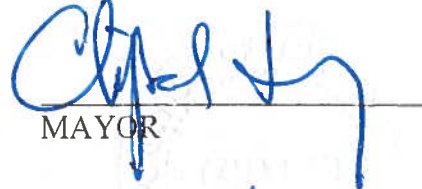
NOW THEREFORE the Council of the Corporation of the Municipality of Temagami hereby enacts as follows:

1. That the Municipality hereby adopts the MUNICIPAL FACILITY RENTAL / BOOKING POLICY and Rental Agreements attached hereto as Schedule "A" to this bylaw.
2. That bylaw 10-896 is hereby rescinded.
3. This bylaw shall come into force and take effect upon final passing thereof.

BE TAKEN AS READ A FIRST time on this 13th day of May 2010.

READ A SECOND time on this 27th day of May, 2010.

READ A THIRD time and finally passed this 27th day of May, 2010.


MAYOR


CAO/Clerk

Schedule "A" to Bylaw 10-896

MUNICIPAL FACILITY RENTAL / BOOKING POLICY

The Municipality of Temagami has deemed it appropriate for members of the community to be able to access our facilities for community purposes. The following sets out the policy for use of Municipal Facilities.

I. APPLICABLE FACILITIES

The Municipality facilities that may be booked for public use are as follows:

- The Community Centre Hall
- The Arena Ice Surface and Change Rooms
- The Arena Surface with Ice Out
- The Welcome Centre Theatre
- The Library/Employment Resource Centre Meeting Room
- The Marten River Fire Hall
- The Tennis Courts at the Community Centre

The following areas are not for public use:

- The Municipal Boardroom
- The Municipal Offices
- The Public Works Facility
- The Temagami Fire Hall

The following facilities are currently under lease. Any booking arrangements are to be made directly with the lessee.

- The Temagami Train Station
- The Ski Chalet

II. WRITTEN AGREEMENTS AND DOCUMENTATION REQUIRED

When renting facilities, the individual or organization representative will complete and sign a rental agreement with the Municipality and provide all the required documentation prior to being given access to the facility. Required documentation is as follows:

- The Community Centre Hall or Tennis Courts
 - Community Centre Rental Agreement
 - Municipality Of Temagami Facility Rental Check List / Questionnaire
- The Arena Ice Surface and Changerooms
 - Ice Time Rental Agreement
- The Arena Surface with ice out
 - Community Centre Rental Agreement
 - Municipality Of Temagami Facility Rental Check List / Questionnaire
- The Welcome Centre Theatre
 - Municipal Theatre Rental Agreement
 - Municipality Of Temagami Facility Rental Check List / Questionnaire
- The Marten River Fire Hall

- Marten River Fire Hall Rental Agreement
- Municipality Of Temagami Facility Rental Check List / Questionnaire
- The Library/Employment Resource Centre Meeting Room*
 - Temagami Public Library Meeting Room Reservation Form
 - * Must also comply with Temagami Public Library Policy.

In addition:

For facilities where permitted under the Municipal Alcohol Policy, if alcohol is to be served, the following documentation is also required:

- Agreement Form For Special Occasion Permit Holder
- A copy of the Special Occasion Permit or Liquor Licence

For ALL facilities proof of liability insurance is also required unless Facilities User Coverage is obtained through the Municipality. See section IV for further detail.

III. FEES AND DEPOSITS

Where there is a fee charged for the use of the facility, it will be as set out in the current user fee bylaw. From time to time, community groups may request donations of the cost of the facility rental, or a part thereof from the Municipal Council. All such requests must be made in writing to the Mayor and Council prior to the event taking place. Written requests should be submitted to the Municipal Office as far in advance of the event as possible. The decision whether or not to donate all or part of the cost of the facility rental is entirely at the discretion of Council. **Even if Council chooses to donate the full cost of the facility rental, the required documentation must be completed in the usual manner and the damage and cleaning deposits still made.** The timing of payments for rental fees; the amount of damage and cleaning deposits required; and refund policies vary by facility and are stated in the particular rental agreement, if applicable. All payments of fees and deposits must be remitted to the Municipal Office. The facility must be left in the same, or better, condition as on arrival, or a charge will be levied upon the user to return it to the original condition, and the applicable amount will be deducted from the damage / cleaning deposits. If the deposits do not cover the full amount, the user will be invoiced for the balance.

IV. INSURANCE COVERAGE.

Liability insurance coverage for the user is required for all facility rentals at least 48 hours in advance of the event. Individuals or organizations may provide their own liability insurance, provided that the Municipality of Temagami is added as an “Additional named insured” and written proof of the insurance coverage is provided to the Municipality.

The Municipality of Temagami also offers Facility Users Coverage through the Municipality’s insurer. If a facility user chooses to take this option, they must check off the box “[]Through Municipality” on the Municipality Of Temagami Facility Rental Check List / Questionnaire and pay the applicable fee as set out by the Municipality’s insurer. If it is an event with a special occasion permit for alcohol, the applicant must do so a minimum of 10 days in advance of the event. Exceptions: Walk-in and occasional hourly ice rentals shall be covered through the municipal insurer automatically with the cost for said insurance included

as part of the rental fee, provided that the Ice Time Rental Agreement is completed in advance of commencement of actual ice time use. In all such cases, the arena attendant is responsible to provide the number of participants with the fees to the accounting department on the next business day.

V. KEYS

When keys are provided they must be signed for when taken. Keys must be returned as soon as possible following the event.

VI. ATTACHMENTS

- Community Centre Rental Agreement
- Ice Time Rental Agreement
- Municipal Theatre Rental Agreement
- Marten River Fire Hall Rental Agreement
- Municipality Of Temagami Facility Rental Check List / Questionnaire
- Agreement Form For Special Occasion Permit Holder

COMMUNITY CENTRE RENTAL AGREEMENT

THIS AGREEMENT made in duplicate this _____ day of _____, _____.

BETWEEN:

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI
(hereinafter called "the Municipality")

AND

(hereinafter called the "Applicant")

The Applicant agrees to rent _____ [the portion] of
the premises owned by the Municipality at 100A Spruce Drive (Temagami Community Centre),
Temagami, Ontario on the _____ day of _____, _____, for the purpose of _____
_____ ; and for no other purpose.

AND WHEREAS it is necessary to establish certain guidelines and rules for the purpose of the
rental of the aforesaid premises;

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the mutual terms
and covenants hereinafter contained, the parties hereby agree as follows:

1. The Municipality agrees to rent to the Applicant, the premises as stated above from
_____ on the _____ day of _____,
until _____ on the _____ day of _____.
2. Full payment must be made at the time of booking. If the Applicant cancels the booking
after completing this agreement, a minimum of \$20.00 will be retained by the Municipality
for administrative costs.
3. A deposit of \$100.00 will be deposited with the Municipality to cover damages to the
building or property within the building if not renting the kitchen, or a deposit of \$150.00
if renting the kitchen. In addition, a cleaning deposit of \$150.00 is required. Rebate of
deposits will be forwarded after final inspection of the hall by authorized personnel.
4. The Applicant hereby undertakes and agrees to comply with all necessary requirements
under the Municipal Alcohol Policy and the Liquor License Act, all amendments thereto
and all regulations thereunder. (Hall capacity is 205 persons.)

5. The Applicant is responsible for obtaining his/her own Special Occasion Permit, and to provide a copy to the Municipality.
6. Intoxicating beverages shall not be permitted in the hall at any time, except under LCBO regulations.
7. The parties acknowledge and agree that agents and employees of the Municipality shall have access to the premises during the function for the purpose of inspection and ensuring that all regulations hereunder are complied with.
8. The Applicant agrees that the premises have been inspected and hereby accepts the premises as being in proper condition, and hereby undertakes to indemnify and save harmless the Municipality from any and all claims for damage whatsoever arising out of the Applicants use of the premises during the function. The Applicant shall be responsible for set up and clean up and the building shall be left in the same condition as received.
9. The Applicant is required by the Municipality to obtain his/her own liability insurance covering the activities of the Applicant while using the facilities rented from the Municipality. Party Alcohol Liability Insurance must include clauses to add the corporation of the Municipality of Temagami as an "Additional named insured". The Applicant may purchase insurance coverage through the Municipality's insurer. If a quote is required, the Applicant is responsible to ensure that the forms are submitted to the Municipal Treasurer for a price quote ten (10) days prior to the event. For all special occasion events where alcohol will be served, the Applicant must fill out and meet the requirement of the facilities rental checklist for such events.
10. NO CONFETTI shall be allowed inside the hall.
11. The hall shall be vacated by the time stated in section #1 above on the date of the event. All personal items must be removed by that time (i.e. liquor, empty bottles, food, etc...), except by special permission granted by the Municipality.
12. The Applicant hereby acknowledges receipt of a copy of this contract and of the Municipal Facilities Rental Policy and agrees to abide by all the conditions contained therein.
13. The Damage/Cleaning Deposit form, Facility Rental Checklist/Questionnaire and, where necessary, the Agreement Form for Special Occasion Permit Holder, shall be completed by the Applicant and shall form part of this agreement.

In WITNESS thereof, the parties have executed this agreement on the herein set forth:

DATE

WITNESS

Applicants Name, Address and Phone Number



Rental Agreement Number _____

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

DAMAGE / CLEANING DEPOSIT

Deposit Amount _____

Less Damages _____

TOTAL REBATE _____

AUTHORIZED SIGNATURE

MUNICIPALITY OF TEMAGAMI FACILITY RENTAL CHECK LIST / QUESTIONNAIRE

Date and Time of Event: _____

Type of Event: _____

Legal Name of Individual or Organization: _____

Operating Name of User (if different): _____

Contact Name: _____

Address: _____

Telephone: _____

Rental Rate: _____ Location: _____

Expected Attendance: _____ Keys Required? ☐ Yes ☐ No

Will alcoholic beverages be available and/or sold? ☐ Yes ☐ No *If yes complete below*

Liquor License / Special Occasion Permit No.*: _____ *copy must be provided

Permit Holder's Name: _____

Are minors to be admitted? ☐ Yes ☐ No

Will non-alcoholic beverages be available? ☐ Yes ☐ No

Transportation Strategies: ☐ Designated Driver ☐ Van or Bus ☐ Other: _____

Insurance Policy #* : _____ OR ☐ Through Municipality

Special Considerations: _____

Have you received a copy of the Municipal Facilities Rental Policy? Yes ☐ No ☐

Do you understand this Policy? Yes ☐ No ☐

Print Name

Signature

Date

APPENDIX "A"

AGREEMENT FORM FOR SPECIAL OCCASION PERMIT HOLDER

1. I have received and reviewed a copy of the Municipality of Temagami's Guidelines for Special Occasion Permit Holders (Municipal Alcohol Policy).
2. I understand that I must adhere to the conditions of the Alcohol Policy and the Liquor License Act of Ontario.
3. I understand that if I or other individuals at the event fail to adhere to the Alcohol Policy, the Municipality of Temagami Staff will take the appropriate action. This action may include eviction, revoking of the Special Occasion Permit, and the notification of local authorities.
4. I understand I can be held liable for injuries and damages arising from failure to adhere to the Liquor License Act of Ontario.

Name

Date



**Corporation of the Municipality of Temagami
Community Centre Arena
Ice Time Rental Agreement**

This agreement is herewith entered into between the Corporation of the Municipality of Temagami, hereinafter referred to as “the Municipality,” and _____,

hereinafter referred to as “The Lessee,” for ☐ Daily/Hourly ☐ Weekend ☐ Seasonal

rental of ice time at the Community Centre Arena from _____
to _____.

Terms and Conditions

1. As per the current user fee bylaw, the rental rate shall be \$_____ + GST per _____.
2. The Lessee must forward requests for seasonal ice rentals in writing to the Recreation and Facilities Manager. The Manager shall upon receipt of all requests formulate a weekly schedule of ice rentals and in the event of overlapping or conflicting time requests convene a meeting with those parties involved in order to reach a mutual resolution to the matter.
3. Individual ice rentals should be booked through the Recreation and Facilities Manager during business hours. Walk-in rentals may be made directly through the Arena Attendant on duty, who, at the earliest possible date, will inform the Manager of said rental. The Attendant shall be responsible for the collection of all rental fees associated with any walk-in rentals. **Note: Walk-in rentals are subject to availability of ice time and staff scheduling.**
4. The Recreation and Facilities Manager shall ensure that copies of the weekly ice schedule are on site at the Arena for the purposes of verifying actual ice time used by all seasonal Lessees. The Recreation and Facilities Manager shall, on a regular basis, collect these schedules and compile a monthly total of ice rentals used by the Lessee for the purposes of invoicing the Lessee.
5. The Lessee or a representative thereof shall be responsible for ensuring that payment shall be made to the Municipality for ice rentals accrued on a monthly basis within thirty days of receiving the invoice from the Municipality. In the instance where the Lessee is conducting a special event (tournament, ice show etc.), the Municipality shall issue an invoice for the same on the next business day following the event. The Lessee shall be responsible for ensuring that the invoice for the event is paid within thirty days of receipt.
6. The Lessee or a representative thereof shall ensure that all members of the team (or teams) involved with the rental remain off the ice surface during resurfacing operations and continue to do so until such time that the Operator has removed the resurfacing unit and the machine gates are closed. There shall be no disorderly or unlawful conduct by the team or any of its members.
7. The Lessee or a representative thereof shall be responsible for picking up a key for a dressing room from the Arena Attendant or other staff and ensure that the room is locked prior to entering the ice surface. Should the lock prove defective or be unable to be secured the Lessee or a representative thereof shall notify the Arena Attendant immediately. The Municipality shall assume no responsibility for any lost or stolen goods and/or money, from a dressing room or any other part of the arena to which the public has access.
8. The Lessee or a representative thereof shall ensure that the dressing room is vacated within thirty (30) minutes of leaving the ice surface and will also ensure that the dressing room is left in a reasonably tidy condition and that all showers are turned off. Failure to comply with this may result in loss of future ice rentals. As well, the Lessee or representative thereof shall also ensure that the dressing room, fixtures or contents of the room **are not**

damaged in way, shape or form. In the event of damages being reported, the Recreation and Facilities Manager shall invoice the Lessee for the replacement cost of the equipment and any associated professional repair costs involved.

9. The Lessee or a representative thereof shall ensure that no member of the team (or teams) involved with the ice rental **willfully** or **maliciously** cause damage to any part of the arena, its contents and equipment or to the property itself. In the event of any such damage to the arena property, its contents and equipment, the Operator on duty shall file a written report to the Recreation and Facilities Manager and the Lessee shall be invoiced for the replacement cost or professional repair costs associated with the incident.

10. It shall be the responsibility of the Lessee to provide liability insurance coverage for their event, with the Municipality of Temagami named as an "Additional named insured" or to purchase said insurance through the Municipality's insurer. Walk-in and occasional hourly rentals shall be covered through the municipal insurer automatically with the cost for said insurance included as part of the rental fee, provided that the Ice Time Rental Agreement is completed in advance of commencement of actual ice time use.

11. In the event of ice time needing to be cancelled by the lessee due to bad weather, two hours (2 hours) notice is required. Cancellations by the lessee for all other reasons require three days (72 hours) notice to be given to the Manager so that the necessary schedule changes may be made. To contact the Manager please call 569 - 3274 during regular business hours on any particular day. If the manager is not in the office, please leave a message.

12. If the Municipality wishes to cancel ice time on any particular day, due to a special event or major attraction to be held at the Arena, the Recreation and Facilities Manager shall provide the Lessee with **seven (7) days** notice. **It is to be understood by both parties involved with this agreement that any major attraction scheduled to be held at the Arena has priority and shall supersede any ice rental agreements.** If the Municipality needs to cancel ice time due to facility or equipment failure beyond our control, the Municipality will notify the lessee as soon as possible. In these instances the cancelled ice time shall not be invoiced.

13. **The Lessee or representative thereof shall ensure that there are NO alcoholic beverages in the Arena at any time. NOTE: It is illegal to have alcohol of any sort in the Arena without as Special Occasion Permit issued by the Liquor Control Board of Ontario.**

14. It is the responsibility of the Lessee (or a representative thereof) to notify each member of the association or team of the terms and conditions of this agreement.

Duration of Agreement

This agreement shall be in effect from the time that both parties sign it and shall be in effect for the period of time stated above, which shall be made for the current season of operations only.

Acceptance of Agreement

I, _____ have read the terms and conditions of this agreement as set out above and hereby accept the same on behalf of the said members of the association or team. I hereby acknowledge and agree that breach of any of the terms and conditions may result in the termination of this agreement at the discretion of the Recreation and Facilities Manager.

Dated and signed at Temagami, Ontario, this _____ day of _____.

Facilities Manager

Association or Team Representative

Name of Representative (please print)

Address/Phone # of Contact Person.

MUNICIPAL THEATRE RENTAL AGREEMENT

THIS AGREEMENT made in duplicate this _____ day of _____, _____.

BETWEEN:

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI
(hereinafter called "the Municipality")

AND

(hereinafter called the "Applicant")

The Applicant agrees to rent the Municipal Theatre owned by the Municipality at 7 Lakeshore Drive, Temagami, Ontario on the _____ day of _____, _____, for the purpose of _____; and for no other purpose.

AND WHEREAS it is necessary and desirous to establish certain guidelines and rules for the purpose of the rental of the aforesaid premises;

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the mutual terms and covenants hereinafter contained, the parties hereby agree as follows:

1. The Municipality agrees to rent to the Applicant, the premises as stated above from _____ on the _____ day of _____, _____, until _____ on the _____ day of _____, _____.
2. Full payment must be made at the time of booking.
3. A deposit of \$50.00 will be deposited with the Municipality to cover damages to the building or property within the building. A further cleaning deposit of an amount equal to one hour set-up/clean-up fee is required. The deposits will be refunded after final inspection of the theatre by authorized municipal personnel.
4. The number of tickets sold or the number of spectators permitted shall not exceed the audience seating capacity of 94 persons.
5. No food or drink is allowed in the audience section of the Municipal Theatre. Water may be provided in the stage section when set up for and being used for meeting purposes, but no other food or beverages are permitted.
6. The Applicant agrees that the premises have been inspected and hereby accepts the premises as being in proper condition, and hereby undertakes to indemnify and save harmless the Municipality from any and all claims for damage whatsoever arising out of the Applicants use of the premises during the function. The premises shall be left in the same condition as received.
7. The Applicant shall be responsible for moving the Council desks and equipment if needed for the purposes of the rental and returning these to the same location and in the same condition that they were prior to the rental. If the Applicant prefers, he/she may elect to have Municipal Staff move the desks and equipment and pay the set-up/clean-up charge of _____ as set forth in the current User Fee bylaw.

8. The parties acknowledge and agree that agents and employees of the Municipality shall have access to the premises during the function for the purpose of inspection and ensuring that all regulations hereunder are complied with.
9. The Applicant is required by the Municipality to obtain his/her own liability insurance covering the activities of the Applicant while using the facilities rented from the Municipality. If the Applicant is applying for a Special Occasion Permit, the applicant shall have Party Alcohol Liability Insurance, which must include clauses to add the corporation of the Municipality of Temagami as an "Additional named insured". The Applicant may purchase insurance coverage through the Municipality's insurer. If a quote is required, the Applicant is responsible to ensure that the forms are submitted to the Municipal Treasurer for a price quote ten (10) days prior to the event. For all special occasion events where alcohol will be served, the Applicant must fill out and meet the requirement of the facilities rental checklist for such events.
10. The hall shall be vacated by the time stated in section #1 above on the date of the event. All personal items must be removed by that time except by special permission granted by the Municipality.
11. The Applicant hereby acknowledges receipt of a copy of this contract and of the Municipal Facilities Rental Policy and agrees to abide by all the conditions contained therein.
12. The Damage/Cleaning Deposit form, Facility Rental Checklist/Questionnaire and, where necessary, the Agreement Form for Special Occasion Permit Holder, shall be completed by the Applicant and shall form part of this agreement.

Name of Individual or Organization: _____

Contact Name: _____

Address: _____

Telephone: _____

Rental Rate: _____

Expected Attendance: _____

Keys Required? ☐ Yes ☐ No

Special Occasion Checklist Required? ☐ Yes ☐ No

Acceptance of Agreement

I, _____ have read the terms and conditions of this agreement as set out above and hereby accept the same on behalf of the said members of the association or group.

In WITNESS thereof, the parties have executed this agreement on the herein set forth:

Date

Applicant's Signature

ACCEPTED BY MUNICIPALITY:

Authorized Municipal Signature

MARTEN RIVER FIRE HALL RENTAL AGREEMENT

THIS AGREEMENT made in duplicate this _____ day of _____, _____

BETWEEN:

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI
(hereinafter called "the Municipality")

AND

(hereinafter called the "Applicant")

The applicant agrees to rent _____ [the portion] of the premises owned by the Municipality at 2877 Highway 11 N. (Marten River Fire Hall), Temagami, Ontario on the _____ day of _____, _____, for the purpose of _____; and for no other purpose.

AND WHEREAS it is necessary to establish certain guidelines and rules for the purpose of the rental of the aforesaid premises;

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the mutual terms and covenants hereinafter contained, the parties hereby agree as follows:

1. The Municipality agrees to rent to the Applicant, the premises as stated above from _____ on the _____ day of _____, _____, until _____ on the _____ day of _____, _____.
2. Full payment must be made at the time of booking. If the Applicant cancels the booking after completing this agreement, a minimum of \$20.00 will be retained by the Municipality for administrative costs.
3. A deposit of \$100.00 will be deposited with the Municipality to cover damages to the building or property within the building if not renting the kitchen, or a deposit of \$150.00 if renting the kitchen.
4. The Applicant hereby undertakes and agrees to comply with all necessary requirements under the Municipal Alcohol Policy and the Liquor License Act, all amendments thereto and all regulations thereunder.

5. The Applicant is responsible for obtaining his/her own Special Occasion Permit, and to provide a copy to the Municipality.
6. Intoxicating beverages shall not be permitted in the hall at any time, except under LCBO regulations.
7. The parties acknowledge and agree that agents and employees of the Municipality shall have access to the premises during the function for the purpose of inspection and ensuring that all regulations hereunder are complied with.
8. The Applicant agrees that the premises have been inspected and hereby accepts the premises as being in proper condition, and hereby undertakes to indemnify and save harmless the Municipality from any and all claims for damage whatsoever arising out of the Applicants use of the premises during the function. The Applicant shall be responsible for set up and clean up and the building shall be left in the same condition as received.
9. The Applicant is required by the Municipality to obtain his/her own liability insurance covering the activities of the Applicant while using the facilities rented from the Municipality. Party Alcohol Liability Insurance must include clauses to add the corporation of the Municipality of Temagami as an "Additional named insured". The Applicant may purchase insurance coverage through the Municipality's insurer. If a quote is required, the Applicant is responsible to ensure that the forms are submitted to the Municipal Treasurer for a price quote ten (10) days prior to the event. For all special occasion events where alcohol will be served, the Applicant must fill out and meet the requirement of the facilities rental checklist for such events.
10. The hall shall be vacated by the time stated in section #1 above on the date of the event. All personal items must be removed by that time (i.e. liquor, empty bottles, food, etc...), except by special permission granted by the Municipality.
11. The Applicant hereby acknowledges receipt of a copy of the this contract and of the Municipal Facilities Rental Policy and agrees to abide by all the conditions contained therein.
12. The Damage Deposit form, Facility Rental Checklist/Questionnaire and, where necessary, the Agreement Form for Special Occasion Permit Holder, shall be completed by the Applicant and shall form part of this agreement.

In WITNESS thereof, the parties have executed this agreement on the herein set forth:

DATE

WITNESS

Applicants Name, Address and Phone Number

Note: Marten River agreement changed to match Community Centre agreement, except for address and cleaning deposit.



THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

DAMAGE DEPOSIT

Deposit Amount _____

Less Damages _____

TOTAL REBATE _____

AUTHORIZED SIGNATURE

MUNICIPALITY OF TEMAGAMI FACILITY RENTAL CHECK LIST / QUESTIONNAIRE

Date and Time of Event: _____

Type of Event: _____

Legal Name of Individual or Organization: _____

Operating Name of User (if different): _____

Contact Name: _____

Address: _____

Telephone: _____

Rental Rate: _____ Location: _____

Expected Attendance: _____ Keys Required? ☐ Yes ☐ No

Will alcoholic beverages be available and/or sold? ☐ Yes ☐ No *If yes complete below*

Liquor License / Special Occasion Permit No.*: _____ **copy must be provided*

Permit Holder's Name: _____

Are minors to be admitted? ☐ Yes ☐ No

Will non-alcoholic beverages be available? ☐ Yes ☐ No

Transportation Strategies: ☐ Designated Driver ☐ Van or Bus ☐ Other: _____

Insurance Policy #* : _____ OR ☐ Through Municipality

Special Considerations: _____

Have you received a copy of the Municipal Facilities Rental Policy? Yes ☐ No ☐

Do you understand this Policy? Yes ☐ No ☐

Print Name

Signature

Date

APPENDIX "A"

AGREEMENT FORM FOR SPECIAL OCCASION PERMIT HOLDER

1. I have received and reviewed a copy of the Municipality of Temagami's Guidelines for Special Occasion Permit Holders (Municipal Alcohol Policy).
2. I understand that I must adhere to the conditions of the Alcohol Policy and the Liquor License Act of Ontario.
3. I understand that if I or other individuals at the event fail to adhere to the Alcohol Policy, the Municipality of Temagami Staff will take the appropriate action. This action may include eviction, revoking of the Special Occasion Permit, and the notification of local authorities.
4. I understand I can be held liable for injuries and damages arising from failure to adhere to the Liquor License Act of Ontario.

Name

Date

Recreation Master Plan Committee

Terms of Reference

Purpose

The Municipality of Temagami, Recreation Master Plan Committee, is a committee comprised of Council, Staff, community interest groups and community minded individuals that have expressed an interest in assisting council to determine the best path for recreation in the Municipality over the next several years.

The 2020 Service Delivery Review that was conducted by BDO recommended that the Municipality develop a Recreation Master Plan that would be a guiding document for future investments and decisions regarding recreation in Temagami.

At the March 4, 2020¹ Council meeting, the following Resolution was passed:

"BE IT RESOLVED THAT Council ask the Recreation Events Committee that was started in 2020 to act as the Recreation Working Committee to review and comment on the formation of our Recreation Strategy;

AND FURTHER THAT the Recreation Working Committee be granted the freedom to add local expertise depending on the type of recreation activity or infrastructure being studied."

Duties and Functions

The Committee will assist in conducting research, reviewing documents, providing input and seeking public consultation to assist in developing a Recreation Master Plan for the Municipality of Temagami.

Step 1: Review Existing Conditions

To plan for future parks and recreation needs, the committee will need to understand and assess the context of the existing conditions. The committee will:

- Research existing conditions and trends for population, socio-economic conditions, and other factors that may govern demand for parks and recreation facilities and programs.
- Conduct an inventory and analysis of current parks facilities and recreation programs. This could include a condition rating and mapping.
- Accessibility review to ensure that parks and recreation facilities and programs provide equivalent opportunities and experiences for persons with disabilities.

Step 2: Analyze Needs and Preferences

Public opinion is extremely important to guide the municipality in the parks and recreation master planning process. There is no right or wrong way to analyze parks and recreation needs and preferences. The Committee will consider using a variety of "best practice" methods to ensure that information is gathered from a representative cross-section of the municipalities' stakeholders. This step includes:

- Review previous plans, studies and public outreach documents related to recreation and programming.
- Review Provincial and Federal trends in parks, recreation and programming.
- Consult with Health Care Professionals to assist in determining effective programs to lessen the impacts of physical health related concerns.
- Assess the community needs. This process can occur during scheduled workshops, public

meetings, surveys, and stakeholder interviews, as well as digital engagement through social media and websites.

- Seek community expertise in the various areas of recreation and programming as needed to obtain feedback and ideas in specific areas of interest.

Step 3: Develop a Prioritized Action Plan

Once the parks and recreation needs have been analyzed, key findings should be summarized. These findings will be the basis of developing a vision statement that charts the general course of the plan, identifies assets that need to be maintained, what needs to be changed, and how the plan will be accomplished. A prioritized action plan can then be developed that sets forth a series of goals, objectives, and recommendations to implement the vision. The prioritized action plan will describe and rank-order priorities related to new or upgrades to existing:

- Facilities – including parks, open space system, greenways, recreation and community special-use facilities, libraries and active transportation infrastructure (e.g., trail systems, bikeways, or shared-use paths)
- Recreation programs – such as recreation activities, classes, fitness and wellness programs, special events, and/or community festivals
- Management and operations – including implications for staffing levels, service levels, budgeting, capital improvements, maintenance and risk management plans, marketing plans, and technology improvements.

The action plan will include a matrix that describes the programs/projects, location, cost estimates, funding strategies and potential sources of funding, and year(s) of implementation. In addition, the action plan will provide a timeline, assigned responsibility for implementation, and evaluation metrics to guide development, capital improvements, and strategic initiatives for the next five years. Best management practices will be described such as partnering with other recreation providers, using volunteers to promote stewardship, adopting conservation and “green” environmental practices, outreaching to special needs populations, and instituting performance measurement programs.

Step 4: Final Recommendations and Implement Plan

The final master plan will serve as a decision-making tool for Municipal officials to help set priorities for implementation and to provide a high level of parks and recreation services. Prior to adoption by Council, a final public meeting will be advertised and held to give the public a final opportunity to provide feedback and comment.

The general cost estimates developed as part of the prioritized action plan will inform the operating budget and help identify capital expenditures. Capital projects are generally expenditures for infrastructure, buildings and facilities, equipment, and land.

Committee Membership

The committee will be comprised of a diverse group of citizen volunteers that represent various community members and interests. Correspondence was sent to the various community groups in the Municipality to determine their interest in having a member sit on the Recreation Master Plan Committee.

The Municipality will be requesting one member of each interested group to sit on the committee, with the option of bringing in additional community members that have an expertise in the current subject matter.

The Committee will include: 1 Member from each of the following Community Groups:

- Temagami Municipal Council
- Temagami Public Works
- Temagami Recreation Department
- Friends of Temagami
- Living Temagami
- Temagami and Area Fish Involvement Program
- Temagami Chamber of Commerce
- Temagami Family Health Team
- Temagami First Nations
- Temagami Lakes Association
- Temagami Legion
- Temagami Lions Club
- Temagami Public Library
- Community Member

The Committee membership will be “floating” for lack of a better term. Members will attend based on their interests, expertise and availability. The meetings will continue on a regular basis, with or without quorum, as there are specific timelines to be met.

Meetings

Members of the Committee shall meet, in person or through tele/video conference, as needed to make recommendations. This Committee shall be open to the public for observation, notice shall be given of the meetings and minutes will be taken:

- A staff person shall keep minutes of the meetings, which shall include the time and place of the meeting, those in attendance (including by remote means), the general nature of discussion and any recommendations to Council. Although formal motions shall not be required, they may be used as deemed advisable by the committee.
- Meetings open to the public: All meetings shall be open to the public to observe the proceedings.
- Notice of meetings shall be made at least 2 working days in advance of such meeting and shall be posted on the Municipal website and on the bulletin board in the lobby of the Municipal Office.

Administrative Support Staff

The Municipality shall provide the following municipal staff support to the committee:

- Provide advice and background information;
- Provide administrative support in preparing agendas and recommendations of the Committee;
- Take minutes of all Committee meetings. Minutes shall record the proceedings of the meeting. This means recording the agenda items considered, the general nature of the discussion thereon, and any action items, recommendations, or resolutions resulting there from. The minutes shall be submitted to Council once approved;
- Assist in acquiring information from funding initiatives; and
- Other tasks and/or duties as directed.

Timing

This Committee shall be dissolved, once the Committee has submitted its final report to Council.



THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Resolution Number:

21- 179

Title:

2021-M-082 Terms of Reference for Recreation Master Plan Committee

Date:

Thursday, May 6, 2021

MOVED BY:

CD ✓

SECONDED BY:

JN ✓

BE IT RESOLVED THAT Council approve the draft Terms of Reference for the Recreation Master Plan Committee.

CARRIED

DEFEATED

DEFERRED

AMENDED

Declaration of Conflict of Interest:

A true copy of the resolution by the Council of the Municipality of Temagami

BREAK
STARTED
8:25

Sabrina

MUNICIPALITY OF TEMAGAMI

TERMS OF REFERENCE

FOR THE TEMAGAMI YOUTH ADVISORY COMMITTEE

Purpose

This is the Terms of Reference for the Temagami Youth Advisory Committee as directed by Council by Resolution 20-204 passed July 16, 2020. The purpose of the Committee is to provide youth centric advice, opinions, or options to Council on matters important to the Youth of our Community. The Committee will also consider assuming responsibility for certain events and activities in our Community. These will be discussed with Council at least annually and in conjunction with the Recreation and Events Committee that has been previously established by Council.

Background

Memo 2020-M-073 outlined the benefits of a Youth Advisory Committee to the Youth of our Community and to the Community as a whole. Council will benefit from the knowledge gained from having issues considered from a different perspective. This Committee can be used as training to Administrative Staff. The Youth will benefit from a greater sense of Community and involvement. The ultimate benefactor will be the Community as a whole.

Context and Scope

The Committee shall meet regularly to review items that will be considered by Council and where the Committee deems appropriate, provide comments for Council's consideration.

The Committee will be responsible to organize, facilitate and assist in running certain community programs that are more focused on the Youth.

In carrying out their function the committee shall:

- Implement and develop recreational activities for different age groups;
- Research and make recommendations regarding funding initiatives, or user charges to off-set cost;
- Provide budget submissions for Council's consideration, during the budget process;
- Ensure that the programs are planned with appropriate safety, including public health guidelines, as appropriate;
- If members are working directly with vulnerable persons such as children or elderly in municipal activities a Vulnerable Sector Police Check may be required. The municipality will provide a letter to enable volunteers to obtain at no cost.

In making their report, the Committee shall also identify/define and advise Council on all pertinent issues, including but not limited to the following:

- Financial considerations regarding events;
- Funding initiatives taken; and
- Level of risk (liability) or obstacles to the municipality.

Committee Members

The Committee shall be comprised of 5 to 10 members. The Committee shall attempt to recruit members from the Youth of our community. For the purpose of this Committee, Youth will be defined as those between and including the ages of fourteen (14) to twenty-five (25). Membership should come from different areas of the Municipality whenever possible.

Meetings

As a Committee established by Council, all Meetings are governed by the rules outlined in the Procedural By-Law of the Municipality of Temagami.

Should the Committee wish consideration of different rules for meetings, these shall be recommended to Council for their consideration. Council has the option to approve these recommendations in total, in part, or to require the Committee to follow all of the requirements of the Procedural By-Law.

At a minimum meetings shall be held in public, either in person or through electronic participation (as permitted) and appropriate notice, including agendas, be made prior to the meeting.

Minutes of the meeting shall be maintained by an Administrative Staff Member to the same standard as other meetings as defined by the Municipal Act 2001, as amended.

At the first meeting of the Committee, and when appropriate thereafter, an overview of how meetings in this context work will be reviewed with Members of the Committee.

Administrative Support Staff

The Municipality shall provide Administrative Staff support to the Committee. This support shall include:

- Provide advice on the structure and holding of meetings;
- Provide research and reporting on items as requested by the Committee;
- Provide advice and background information;
- Provide administrative support in preparing agendas and recommendations of the Committee;
- Assist the Chair in performing their duties during the meeting;
- Take minutes of all Committee meetings. Minutes shall record the proceedings of the meeting without note or comment. This means recording the agenda items considered, the general nature of the discussion thereon, and any action items, recommendations, or resolutions resulting there from. The minutes shall be submitted to Council once approved;
- Assist in acquiring information from funding initiatives; and
- Other tasks and/or duties as directed.

Ideally, the assigned Staff will be a more junior member so their work with the Committee can be used as training in parliamentary proceedings. Regardless, Staff will be appropriately directed and supervised by the more senior members of Staff.



THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Resolution Number: 20- 361.
Title: 2020-M-166 Youth Advisory Committee
Date: Thursday, November 19, 2020

MOVED BY:

SECONDED BY:

JS ✓
CA ✓

BE IT RESOLVED THAT Council approve the amended Terms of Reference for the Youth Advisory Committee as presented.

CARRIED

DEFEATED

DEFERRED

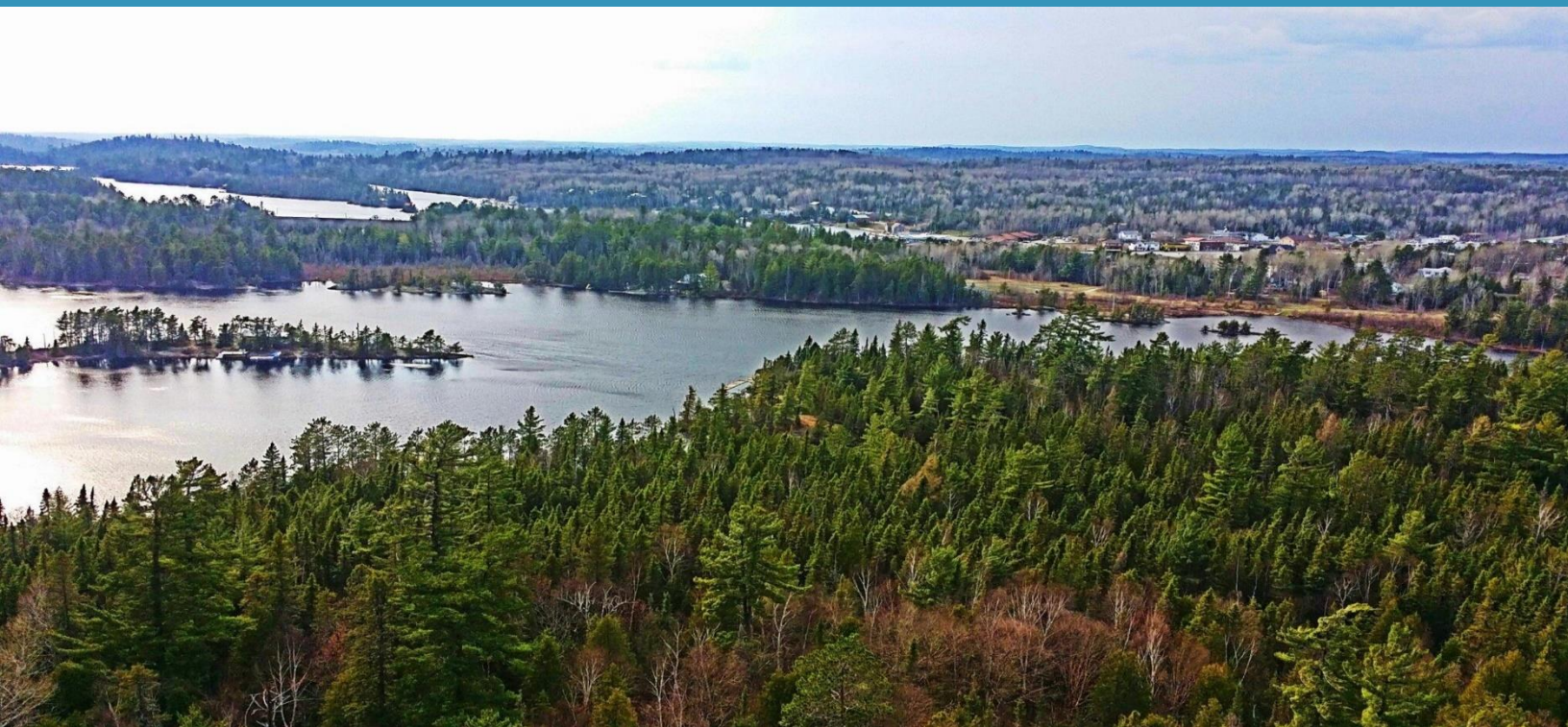
AMENDED

Declaration of Conflict of Interest:

A true copy of the resolution by the Council of the Municipality of Temagami

Sarah.

MUNICIPALITY OF TEMAGAMI



SERVICE DELIVERY REVIEW FINAL REPORT

SEPTEMBER 25, 2020

Prepared for:
Municipality of Temagami
Prepared by:
Marina Mollerup
BDO Consulting Services



TABLE OF CONTENTS

INTRODUCTION	4
PROJECT SUMMARY	4
PROJECT METHODOLOGY	9
APPROACH & SCOPE	9
CONSULTATION OUTCOMES	18
OUTCOMES & OPPORTUNITIES	18
RECOMMENDATIONS	29
DEDICATED ECONOMIC DEVELOPMENT ENTITY	29
ECONOMIC DEVELOPMENT DASHBOARD	44
RECOMMENDATIONS	50
MUNICIPAL TOURISM DEVELOPMENT INITIATIVE	50
RECOMMENDATIONS	55
RECREATION (INCLUDING TEMAGAMI ARENA)	55
RECOMMENDATIONS	65
PUBLIC WORKS - ROADS	65
RECOMMENDATIONS	70
PUBLIC WORKS - WASTE MANAGEMENT	70
RECOMMENDATIONS	76
ORGANIZATIONAL DESIGN & HUMAN RESOURCES PRACTICES	76
RECOMMENDATIONS	85
ESTABLISHMENT & FORMALIZATION OF SERVICE LEVELS	85
RECOMMENDATIONS	91
DIGITAL STRATEGY & ONLINE PRESENCE	91
RECOMMENDATIONS	99
EMS – FIRE DEPARTMENT OPERATIONS	99
PERFORMANCE PERSPECTIVES	107
COMPARISONS TO OTHER MUNICIPALITIES	107
APPENDIX A	113
ROADMAP TO IMPLEMENTATION & CHANGE MANAGEMENT	113
APPENDIX B	117
GOVERNANCE BEST PRACTICES	117

APPENDIX C120

 COMMUNITY SURVEY RESULTS..... 120

APPENDIX D131

 MISCELLANEOUS ADDITIONAL REVENUE GENERATING OPPORTUNITIES 131

DRAFT

INTRODUCTION



PROJECT SUMMARY

Municipality of Temagami

Final Report – Service Delivery Review



EXECUTIVE SUMMARY

This final report was prepared to assist the Municipality of Temagami (the "Municipality") with the assessment and identification of opportunities to improve the quality, efficiency and management of delivering services to its residents.

The knowledge and expertise of the Municipal employees, members of Council and the Indigenous community will be fully engaged and utilized to arrive via a set of actions, to a set of recommendations, performed through a comprehensive and inclusive process facilitated by BDO.

BACKGROUND

The Municipality of Temagami ("Temagami") is located in northeastern Ontario and is a part of the Nipissing District. It is located near Lake Temagami which draws tourists to its canoe routes, fishing and cottage vacationing. Temagami reported a population of 802 as of the latest 2016 census, which represented a 4.5% decrease from five previous in 2011. This population is made up of full-time residents as well as non-residents who own property in the municipality. The area has a significant seasonal population, as well as many seasonal tourists and visitors. Temagami occupies an area of 1,905.92 km², three times the size of Toronto. The municipality is commonly split into four communities; Temagami, Temagami North, Lake Temagami Community and Marten River.

The Municipality envelopes an important Indigenous community, Temagami First Nation, located on Bear Island, in Lake Temagami. The Families of the Temagami First Nation have occupied the lands and waters in the Temagami area for thousands of years. Temagami First Nation and Teme-Augama Anishnabai each have their own Chief and Council. The Bear Island Indian Reserve community includes 250 permanent residents.

Temagami is a single-tier municipality and provides residents with services such as infrastructure, recreation, emergency services, waste collection, water, sewer to name a few. Looking towards the future, Temagami wants to maintain a service portfolio that is reflective of fiscal responsibility, value to residents and meeting community needs.

PROJECT OVERVIEW

Temagami is a community that desires to see economic growth, improve its programs and services to fulfill its citizen obligations and leverage its natural resources. In the late 90's, the Community went through an amalgamation process that included the addition of several smaller municipalities to the greater Community. Some of the services, as part of this addition, were combined, while others remained separate. For instance, at the present time, in the Community, there are about 350 residential equivalents (equating to 500 people based on a ratio of number people to number of units) for Water and Wastewater services, using 2 different systems, as well as two Fire Departments that have very limited collaboration or streamlining of operations, which creates a number of inefficiencies. There is also a public arena, with substantial yearly operating costs required to operate and maintain it. Increased stakeholder (including citizen) understanding on arena's purpose, operating model, and its high operating cost is required.

Temagami Municipal council is comprised of 7 members (five Council members are in their first term and two are returning Council members). In terms of Municipal services, there is a continuous need to streamline operations, processes, improve communications and create efficiencies for the menu of services that the Municipality is offering, including its future Operating and Capital budgets, Asset Management and other plans. As part of this need, and due to the support provided by the Community to its First Nations citizens, there is a need to review the model of what services are provided, how they are being provided, and what the funding structure of these services is.

The Municipality is approaching the second year of the present Council term. At the commencement of this term, basically, one Municipal administrative position was filled. Since that time, the Municipality has undergone several significant changes. Among them was the addition of new positions to the Administration team of the Municipality. These positions included a newly-added Municipal Clerk and two office assistants. In addition, the position of Deputy Treasurer has undergone major changes, the Chief Municipal Building Inspector retired, leaving some gaps and the Municipality added a new Accounting system.

At the present time, the Municipality is undertaking a few major transformative initiatives, including a Strategic Plan, Waste Management Master Plan, Official Plan Review, Asset Management Plan, as well as the Service Delivery Review.

Municipal Administration are working hard to create a positive working environment focusing on staff retention and forward-looking planning. Recommendations, related to appropriate levels of direction and guidance from Council, as well as strategies to ensure that staff are allocated effectively to follow Temagami's vision and fulfill its goals, are covered in the Organizational Design and Human Resources Practices section of this Report.

PROJECT OBJECTIVES

BDO was engaged by the Municipality of Temagami to undertake a Service Delivery Review. The overall goal of the Service Delivery Review is to improve the Municipality's understanding of the service provided by it, and assist the key municipal stakeholders in making more efficient, informed strategic choices regarding these services.

The objective of this Review was to provide an independent view of services, explore opportunities for alternatives and make recommendations for improvements. Specifically, the key Project objectives were:

- *Analyse and understand Temagami's current services and its delivery methods*
- *Explore strengths and weaknesses and areas of improvements related to the delivery methods, as well as possible changes in the levels of service*
- *Investigate opportunities to be more efficient and effective in the delivery of priority municipal services*

The project focused on both the inventory of services currently provided by the township and the organizational structure that supports those services.

The key focus was to determine whether the Municipality has opportunities to:

- *Develop a service inventory*
- *Review and assess current methods of delivery for key services*
- *Determine areas of improvement to increase performance of services*
- *Provide recommendations for future improvements*
- *Survey and obtain citizen viewpoints on current service offerings*
- *Determine best avenues for costs savings and increased efficiency*
- *Improve service delivery mechanisms and processes*
- *Provide recommendations for areas, requiring further analysis*

The outcomes of our Review will afford the Municipality with an opportunity for greater financial sustainability in the long term, while still providing the services that make Temagami a desirable place to live and for businesses to thrive. It will ensure that the Municipality's planning practices, policies and processes encourage responsible growth and development that aligns with the Community's Indigenous identity and heritage. In addition to improving efficiencies and lowering costs, the Review will enhance staff commitment to effectively manage Temagami's resources, as well encourage greater civic engagement as a means to foster a strong and transparent relationship between the Municipality and community.

PROJECT PRINCIPLES

The key project stakeholders, consisting of Municipal leaders and leadership team, administration, Indigenous representatives, Council and the business community were fully engaged in an iterative, information-sharing process, facilitated by BDO.

The Project Methodology and Approach were based on experience and Best Practices from project work with various levels of government, non-profit organizations and private sector, as applicable. The Review intended to review services provided by the Municipality, identify strengths and weaknesses, and, applying Best Practices, identify areas for improvements, along with recommendations to improve efficiency and effectiveness of Temagami's Municipal service offerings, and their underlying components.

PROJECT METHODOLOGY



APPROACH AND SCOPE

Municipality of Temagami

Final Report – Service Delivery Review



APPROACH

Leveraging our key project principles, including our multi-step, multi-phase methodology, we have tailored an approach consisting of 6 phases for this engagement called the Municipal Service Review Model. All meetings, consultations and workshops were held virtually using Temagami team's on-line meeting technology of choice.

- **Project Discovery:** *Met with the Project Team to clarify expectations, refined lines of inquiry, and develop a subsequent work plan for the engagement.*
- **Environmental Scan:** *Reviewed relevant documentation, met with key stakeholders (e.g. Municipal Leadership team, Mayor, Council, staff, Temagami First Nations representatives, and local business community members) and held numerous targeted consultation and discussion sessions with staff and Council to understand the current operating environment.*
- **Review of Current Service Delivery Model:** *Developed an inventory of programs and services (service profiles).*
- **Public Engagement:** *Conducted a survey of Temagami citizens to determine their opinion on the quality and importance of Municipal services.*
- **Future Improvement Recommendations:** *Identified potential opportunities to achieve the most efficient and operationally effective approach to improvement implementation.*
- **Final Report:** *Developed and presented a Final report with recommendations on the Town's service delivery model to Project Team.*

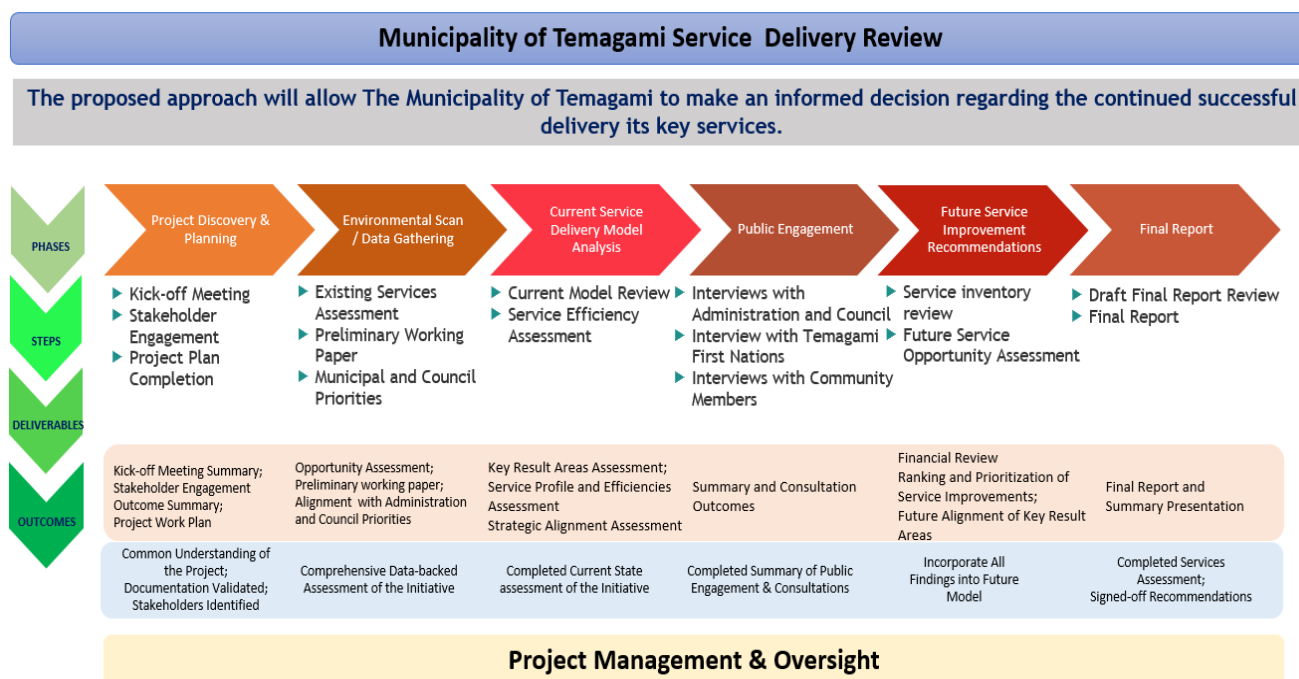


Figure 1. Municipality of Temagami Service Delivery Methodology Summary

THE ENGAGEMENT PROCESS

Most municipalities are pursuing their public service transformation using traditional direct cost-reduction approaches, cost cuts or cost-for-services increases. Foundationally, it is our view that there is an opportunity for far greater improvements that direct cost-cutting, to be had by municipalities.

This opportunity includes less traditional, longer-term and organization-altering improvements that municipalities can adopt and utilize to meet their needs to reduce spending while capitalizing and improving new technologies, developing governance models and improving financial functions. At the heart of this opportunity are people.

As part of this step, our team aimed to understand the diverse perspectives of the Municipality of Temagami project team, elected officials, community business leaders, and other stakeholders, while paying particular attention to the voice of its citizen populations to ensure that the public participates in the decision-making process.

To facilitate a comprehensive Service Delivery Review, BDO gathered primary insights in various ways, ensuring that the insights of different stakeholders were captured. The three methodologies used to seek out primary insights included surveys, stakeholder interviews, and review of historical Temagami documentation.

SURVEY

Surveying is an effective method for information gathering and for determining multiple perspectives in a short period of time. BDO determined that the survey would be focused on gathering general insights to understand resident experiences with municipal services. The survey also included questions to determine how well Temagami is performing stakeholder engagement and communication. Twenty-one survey questions were developed with a clear intention of collecting information from a broad scope of users based on the survey's intended focus. BDO then distributed the Survey via the Temagami email account to an all-encompassing mailing list, provided by the Project Team. Because of the anonymity of the survey, respondents were more inclined to answer truthfully. Data collected from the Survey was collected and analysed for the Service Delivery Review, as part of the analysis phase of this Review.

As a result, BDO received 271 responses from stakeholders and community members of Temagami in total. The answers were organized and analysed by the BDO Project Team to determine commonly reported insights, as well as nuances specific to select community groups. Such insights are reported within the Appendix A section of the Report.

STAKEHOLDER INTERVIEWS

BDO conducted on-site interviews, consulted with key Municipal stakeholders and First Nations' leaders, and reviewed information provided by various project team members in order to obtain an understanding of the current situation, reporting lines and relationships, organizational goals and objectives, and held targeted discussions with key stakeholders related to main issues and areas of improvement.

A sample of Community and business leaders, selected by Mayor O'Mara, also had a chance to provide their input in a one-on-one interview setting. The following table provides a summary of municipal and community stakeholders, who were interviewed by our team:

Interviews

<p><i>Dan O'Mara, Mayor</i></p> <p><i>Cathy Dwyer, Deputy Mayor</i></p> <p><i>Barrett Leudke, Councillor</i></p> <p><i>John Shymko, Councillor</i></p> <p><i>Jamie Koistinen, Councillor</i></p> <p><i>Margaret Youngs, Councillor</i></p> <p><i>John Harding, Councillor</i></p> <p><i>Chief Arnold Paul, Temagami First Nations Chief (former)</i></p> <p><i>Virginia Paul, Executive Director, Temagami First Nations</i></p> <p><i>Robin Koistinen, Director, Land and Resources, Temagami First Nations</i></p>	<p><i>Jim Sanderson, Fire Chief, Temagami Fire Department</i></p> <p><i>Paul Elliott, Fire Chief, Marten River Fire Department</i></p> <p><i>Craig Davidson, Treasurer / Administrator</i></p> <p><i>Suzie Fornier, Municipal Clerk</i></p> <p><i>Deb Larochelle, Public Works Clerk</i></p> <p><i>Sabrina Pandolfo, Deputy Treasurer</i></p> <p><i>Barry Turcotte, Public Works Superintendent</i></p> <p><i>Kelly Hearn, Recreation Coordinator / Facility Operator</i></p> <p><i>Barry Walker, Public Works Foreman</i></p> <p><i>Joanne Van Manen, Grocery Store Owner</i></p> <p><i>Gerry Gooderham, LaTempra President</i></p>
--	--

INTERVIEW METHODOLOGY

Interview questions, as part of the larger comprehensive exercise of information gathering, focused on the review of the alignment of various internal and external organizational components. The intent of such approach was to further the understanding of not only how performance is currently managed, but more importantly, how it can be increased.

Alignment links key organizational design components such as Strategy, Culture, Processes, People, and Metrics for the purpose of accomplishing common goals. Organizational design is a critical tool for driving business improvements.

DOCUMENTATION REVIEW

During the initial stage of the project, Temagami provided BDO with relevant documents to review. The BDO Project Team studied, assessed and followed-up on provided information, as required. The Team also used the information collected through the documentation review to inform the interview questioning and survey. The questions were tailored with the intent of reducing information gaps.

ORGANIZATIONAL IMPROVEMENTS THROUGH STRATEGIC ALIGNMENT OF KEY ELEMENTS

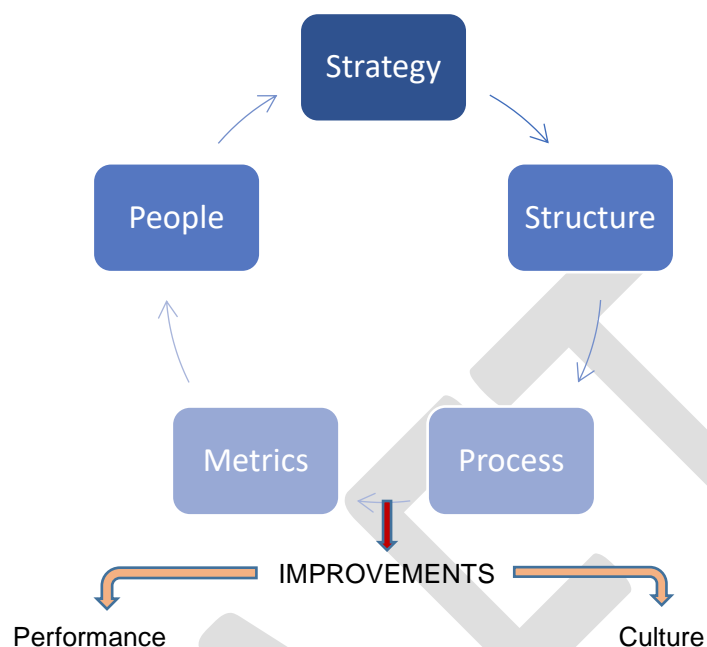
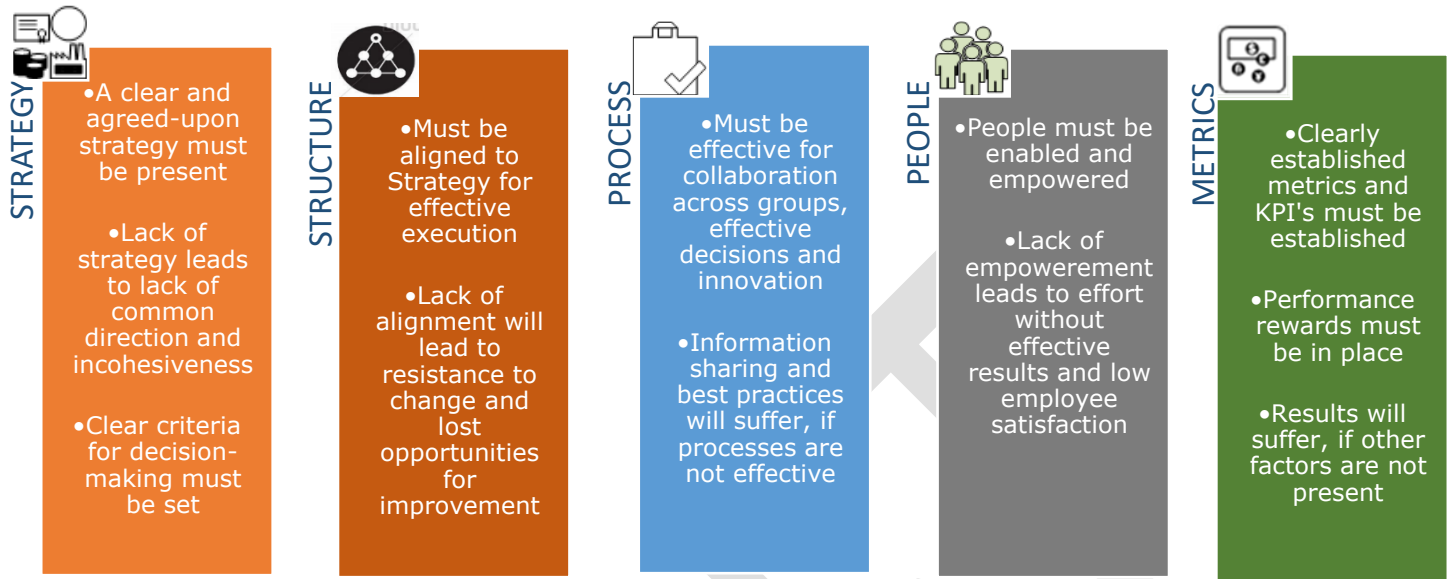


Figure 2. Organizational Improvements through Strategic Alignment of Key Elements

The alignment of critical factors internal to an organization suggests opportunities for identifying potential partnerships and collaborative integration of different functions, processes, and products. Alignment also recognizes the importance of an organization's connection to the external environment involving the general community, citizens, contractors, community groups, community leaders and other stakeholders.

If any of the components in the model are missing, organizational performance and the resulting alignment will fail:



SERVICE PROFILES

The first major step in developing a list of opportunities was the development of an inventory of programs and services provided by the Municipality, referred to as Service Profiles. The basic components of a developing a Service Profile contains a description of the service, details of what it entails, service analysis, service level explanation and some financial elements.

Each service described as part of the Review, contributes to the overall description of the functions of Temagami's municipal government, using its core functions, processes, procedures and programs as its differentiating factors. The descriptions also outline how these services and programs contribute to specific Municipal policy outcomes. The Review model is used with an "outside" view in mind by tying various policy factors with municipal programs and services. This outcomes-based analysis allows to answer the key foundational questions of the Review by understanding whether or not the government is delivering the right services, for the right reasons and in the right way.

We held a series of meetings, consultations and interviews with Temagami's Project Team covering the major areas and services the Municipality provides. Several sessions were held with Municipal leaders, Municipal Council, Temagami First Nations representatives, as well as community business members. All the necessary information, documents and data were discussed and collected. We reviewed service descriptions, organizational structure, staffing requirements, budget considerations, current service levels, ways each service is assessed and other service-delivery related factors.

Service Levels

Each service was reviewed and analysed to assess its service level. Service levels were defined based on a variety of documentation, consultations, surveys, reasonable expectations and other means.

SERVICE TYPES

Our review included a collection of services that are a part of our Service Delivery Review Model (as illustrated on Figure 1 above) to understand their placement, according to our Organizational Improvements through Strategic Alignment of Key Elements placement (as illustrated on Figure 2). Based on our conversations and methodology, we have categorized Temagami's services into 5 categories:

- *Strategy*
- *Structure*
- *Process*
- *People*
- *Metrics*

OPPORTUNITY IDENTIFICATION

The next step in our Review was a review of opportunities for improvements for key services, as well as an evaluation of these opportunities using our categorization and review of each service. We also reviewed service influencing factors, as they relate to one or combination of the following:

Strategic alignment with Municipal/Council priorities – the opportunity aligns with the values and goals of the Municipality, Council priorities and/or citizen needs, satisfying each of the elements of the Five Pillars of Organizational Alignment, as illustrated below:

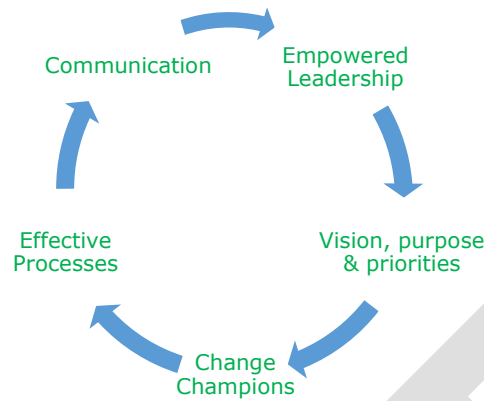


Figure 3. The Five Pillars of Organizational Alignment Chart

Comparative analysis – the opportunity is assessed against Best Practices, industry standards and / or similar practices in a similar municipality

Citizen impact - the opportunity has a positive impact on citizens and brings a more impactful value for its services

Recent analyses and reviews – studies or reviews that provide further insights on the opportunity have been conducted

Barriers and issues associated with implementation – various barriers or issues acting as obstacles to implementing the opportunity

Operating impact and budget – an approximation of opportunity's impact on operating budget

In a series of consultations, interviews, meetings, and working sessions with the Municipality's Project Team, a list of potential opportunities was created and refined to 15 opportunities using the previously-identified areas and topics. The opportunities were then grouped together depending on what strategic element on the alignment wheel the opportunity belongs to. Improvement categories were used and multiple improvement types could be assigned to the same opportunity for improvement.

CONSULTATION OUTCOMES



OUTCOMES AND OPPORTUNITIES

Municipality of Temagami

Final Report – Service Delivery Review



CONSULTATION OUTCOMES

MUNICIPAL SERVICE	OPPORTUNITY
MUNICIPAL STRATEGY & ECONOMIC DEVELOPMENT	<ul style="list-style-type: none"> ➤ ECONOMIC DEVELOPMENT STRATEGY ➤ ECONOMIC DEVELOPMENT DASHBOARD ➤ BUSINESS RETENTION AND ATTRACTION STRATEGY ➤ OPPORTUNITIES TO RETAIN POPULATION ➤ COLLABORATION BETWEEN TEMAGAMI COMMUNITIES AND TEMAGAMI FIRST NATIONS
MUNICIPAL ADMINISTRATION	<ul style="list-style-type: none"> ➤ ORGANIZATIONAL DESIGN REVIEW ➤ REVIEW AND UPDATE OF CURRENT HUMAN RESOURCE POLICIES
PUBLIC WORKS - ROADS	ASSESSMENT OF KEY ROADS & CONDITIONS
RECREATION	<ul style="list-style-type: none"> ➤ RECREATION STRATEGY & INITIATIVES ARENA
EMERGENCY SERVICES	FIRE DEPARTMENTS
PUBLIC WORKS - WASTE MANAGEMENT	ASSESSMENT OF CURRENT WASTE MANAGEMENT PRACTICES
DIGITAL STRATEGY	<ul style="list-style-type: none"> ➤ ONLINE PRESENCE ➤ DIGITAL STRATEGY TO IMPROVE AND EXPAND ONLINE SERVICES
SERVICE LEVELS	ESTABLISHMENT AND FORMALIZATION OF SERVICE LEVELS
TOURISM	TOURISM STRATEGY
FEES AND TAXES	REVENUE-GENERATION OPPORTUNITIES

OPPORTUNITY CATEGORIES

We categorized opportunities by 4 different categories:

- Opportunities to improve, re-design or re-engineer a services to increase its efficiency
- Opportunities to change the level of service
- Opportunities to eliminate or transfer service or increase recovery costs
- Opportunities for alternate service delivery approaches aimed to reduces costs

OBSERVATIONS, RECOMMENDATIONS AND ALIGNMENT

We then applied our observation(s) and / implication(s), as well as a recommendation(s) to each opportunity. Strategic Alignment elements (as

described in Figure 3) were also added to each opportunity to help categorize them into strategic focus areas:

- Strategy
- Structure
- Process
- People
- Metrics

KEY CONSIDERATIONS FACTORS

We reviewed and assessed each opportunity, considering the following factors in our assessment:

Assessment Factors	Description
<i>Citizen Impact</i>	Impact of opportunity on citizens and/or community
<i>Strategic Alignment</i>	Alignment of opportunity of objectives and goals of the Municipality
<i>Best Practices/Comparisons</i>	Opportunity comparison to Best Practice methods or other standards
<i>Past Studies/Service Reviews</i>	Past/current studies and/or reviews related to Opportunity
<i>Budgetary Impact</i>	Budgetary Impact of Opportunity
<i>Implementation Considerations</i>	Considerations related to legal, political, labour or other considerations
<i>Considerations Specific to Community</i>	Community-related considerations that must be taken into account when reviewing the opportunity
<i>Other Considerations</i>	Other considerations that must be taken into account when reviewing the opportunity

These factors, along with other questions and relevant information formed the foundations for our findings and recommendations. Our approach was tailored based on scale, scope and strategic service importance to the Municipality, availability of expertise and funding, and, strategic and community considerations. The following section presents our recommendations and all pertinent details.

#	OPPORTUNITY	OBSERVATION & IMPLICATION	RECOMMENDATION	IMPROVEMENT ELEMENT
01	Dedicated Economic Development entity	There is a need for a comprehensive review of the municipality's economic development strategy. Marketing materials, economic development website, and relevant documents would be part of the strategy.	Determine feasibility and minimum requirements for an Economic Development entity. Review what is currently in place and determine what changes are required.	Strategy, Structure, Metrics
02	Establishment of Economic Development dashboard	There is a clear requirement for a system, providing a snapshot of on-demand data, assessing the economic health of the Municipality, using pre-defined metrics at any given point in time. It is a component of the toolset the Municipality should use, as part of its Economic Development Strategy. Normally, for a smaller municipality, such as Temagami, three pillars, or topics of interest would be included. These topics are related to: <ul style="list-style-type: none"> ➤ People ➤ Business ➤ Place or Location 	Develop criteria for and create a Dashboard designed that would compile Temagami's most important economic indicators in one place. It would provide a snapshot of Temagami's current economic state.	Process, Metrics
03	Organizational Design Review	From the consultations with Council and staff, the desire for improvements in the organizational structure was strongly evident. The lack of specifics and clarity of roles and responsibilities within the municipality's organizational structure supports the reconsideration of the municipality's organizational design.	Follow-up on past Organizational Design Review Finalize job descriptions. Review updated job descriptions vis-à-vis the existing pay structure and update accordingly.	Structure, People, Process

#	OPPORTUNITY	OBSERVATION & IMPLICATION	RECOMMENDATION	IMPROVEMENT ELEMENT
04	Establishment of (or improvements to the existing) Tourism Strategy	<p>From consultations and interviews, it was evident that the Community has a potential and desire to develop and promote its highly-attractive Tourism products.</p> <p>The Municipality must concentrate its efforts by focusing on the contributions of regional, provincial and federal agencies, as well as the private sector to develop highly-attractive tourism products and services in the area.</p>	Develop key objectives related to Tourism in the Area. Include Objectives and Deliverables for the Initiative and enhance the Municipal Strategic Plan.	Strategy, Structure, Process
05	Establishment and formalization of Service Levels	<p>There is a requirement to establish service level standards that are consistent with citizen expectations and the Municipality's fiscal capacity.</p> <p>Clear and defined service level standards allow staff to properly manage the municipality and meet the performance standards expected by citizens.</p>	<p>Create Service Level Standards and Guidelines, based on Best Practice and specific requirements.</p> <p>Common agreed-upon definitions and understanding in what is meant by "Level of Service".</p>	Strategy, Metrics
06	Strategy related to business retention and attraction	Business retention and attraction strategy are traditionally part of a municipality's Economic Development Strategy. As part of the Strategy, review and determine the levels of existing support that is provided by the municipality to small business and to local organizations that foster the growth of entrepreneurship in the community.	Refer to #1.	Strategy, People, Process, Metrics

#	OPPORTUNITY	OBSERVATION & IMPLICATION	RECOMMENDATION	IMPROVEMENT ELEMENT
07	Review and update of current Human Resource policies.	There is a need for a solidified Code of Ethics and training / sign/off of all staff on the Code. The Municipality's current HR policies do not reflect changes to the workplace the municipality have faced, such as job evaluations and descriptions.	Refer to #3. Review and update of policies is needed. Review of policies must be performed in accordance of updates to Employment Standards Act and reflected through Best Practices. Recommend the review be conducted concurrently with job description exercise.	Strategy, Structure, People, Process
08	Assessment of current Waste Management practices	The municipality currently delivers solid waste collection through contractors. Assessment of outsourcing/contracting vs keeping-in-house options is recommended.	Review the current fee structure and develop a Waste Management Program. Potential restructure of current methods and review the possibility of an outsourcing arrangement.	Strategy, Process
09	Assessment of Arena utilization	Refer to #11.	Refer to #11.	Strategy, Process

#	OPPORTUNITY	OBSERVATION & IMPLICATION	RECOMMENDATION	IMPROVEMENT ELEMENT
10	Development of Recreation initiatives	There is a need for a Recreational Service Strategy (including the use of the Arena). Development of future Recreational and Leisure Master Plan for the Municipality. The Plan would include the complete inventory of Temagami's recreational and leisure assets and provide needed information and insight into how these assets are managed and co-managed on behalf of residents and visitors.	Establish a Recreation Strategy Plan and a Recreation Working Committee. Review the possibility of establishing a Youth Advisory Committee and involving youth community members.	Strategy, Process, People
11	Potential Revenue Sources and User Fees	At the present time, the Municipality has several untapped revenue sources and additional user fees, which have not been investigated for its potential that are relatively easy to implement.	Review and determine what future potential revenue sources in the form of various fees the Municipality can implement.	Strategy, Structure, Metrics
12	Review of opportunities to retain population	The Municipality will require a number of tools, strategies and practices that can successfully retain and welcome new inhabitants. The strategies which will contribute to innovation and productivity in the local economy can be fostered by structured planning, commitment, leadership and action. Employment opportunities, social support, language, amenities and community response continue to provide the key factors influencing both recruitment and retention of citizens.	Refer to #1 & #6.	Strategy, Process, Metrics

#	OPPORTUNITY	OBSERVATION & IMPLICATION	RECOMMENDATION	IMPROVEMENT ELEMENT
13	Review of key Roads-related issues and safety	There is requirement for a comprehensive strategy on key roads and their conditions to determine a low-cost strategy for improvements.	<p>Determine if re-classification of key roads is feasible.</p> <p>Follow-up on previously-performed condition assessments for roads, using a condition rating to rank key Temagami roads, based on pre-determined factors.</p> <p>Develop a tracking matrix to track road-clearing activities in winter, per future established Service Level requirements outlined in the "Implementation and Formalization of Service Levels" section of this Report.</p>	Strategy, Process, Metrics
14	Fire Department Operations	Requirement to revisit existing services to determine if a new service arrangement related to service-sharing and / or an amalgamation of the Marten River and Temagami Fire Departments will result in an opportunity for greater efficiency in the deployment of emergency services and reduction of volunteer burn-out.	Review the capabilities and operations of each Fire Department and determine "who does what" and what the nature of each department's core business is. Determine what services are required and mandatory and provide a recommendation for a future direction of both fire departments.	

#	OPPORTUNITY	OBSERVATION & IMPLICATION	RECOMMENDATION	IMPROVEMENT ELEMENT
15	Develop stronger online presence / digital strategy to improve and expand online services	Research and various surveys indicate that citizens are increasingly preferring to conduct their business with municipalities through an online mobile channel. The traditional model of local government services delivered through phone, in-person, fax and/or email is being displaced by the convenience and speed of on-demand online services. The Project Team identified an opportunity to expand and fully optimize Temagami's online presence.	Develop a comprehensive Municipal digital strategy, starting with Broadband services. By moving transactional type service delivery on-line, it would allow staff to increase and measure the level and quality of customer service for citizens and speed-up processing and response times.	Strategy, Process, Metrics

KEY OUTCOMES FROM EACH ALIGNMENT ELEMENT

THEMES	OUTCOMES
STRATEGY	<i>Establishment, agreement and understanding of the Municipality's vision and strategy</i>
	<i>Effective communications and information-sharing</i>
	<i>Agreement on priorities</i>
	<i>Implement an organization-wide performance management strategy</i>
STRUCTURE	<i>Organizational fluidity, strategic thinking, team management and skill development</i>
	<i>Staff clarity of roles, transparency, cross-functional accountabilities and authority</i>
	<i>Adequate competencies and resources</i>
	<i>Lifecycle and succession planning</i>
	<i>Organizational design to support future organizational structure and future changes</i>
	<i>Team structure and proper reporting relationships</i>
	<i>Management/staff accountabilities and responsibilities</i>
	<i>Changing from a reactive to a proactive organizational model</i>
PROCESS	<i>Efficiency via process improvements (review and reduce positions performing similar or identical functions)</i>
	<i>Efficient HR processes and job descriptions</i>
	<i>Communication-related processes</i>
	<i>Improvement in understanding of required processes</i>
	<i>Collaboration and relationship management</i>
	<i>Establishment of decision-making processes</i>
	<i>Provision of enabling technologies</i>
	<i>Efficiencies of overlapping services and processes</i>
	<i>Core competencies of the team</i>
	<i>Effective decision-making processes</i>
	<i>Unbiased perspective on issues with current processes</i>
	<i>Decision transparency at key levels</i>
	<i>Review of present organizational design and associated processes</i>
	<i>Segregation of duties (a requirement for process)</i>
	<i>Improved decision documentation, where appropriate</i>

	<i>HR procedures and support</i>
	<i>Process efficiency when combined with other processes</i>
	<i>Enforcement of processes and procedures (how are processes and procedures enforced?)</i>
<i>PEOPLE</i>	<i>Training (Code of Ethics)</i>
<i>METRICS</i>	<i>Presence of KPI's and dashboards</i>
	<i>Established standards, controls and reviews</i>

DRAFT

RECOMMENDATIONS

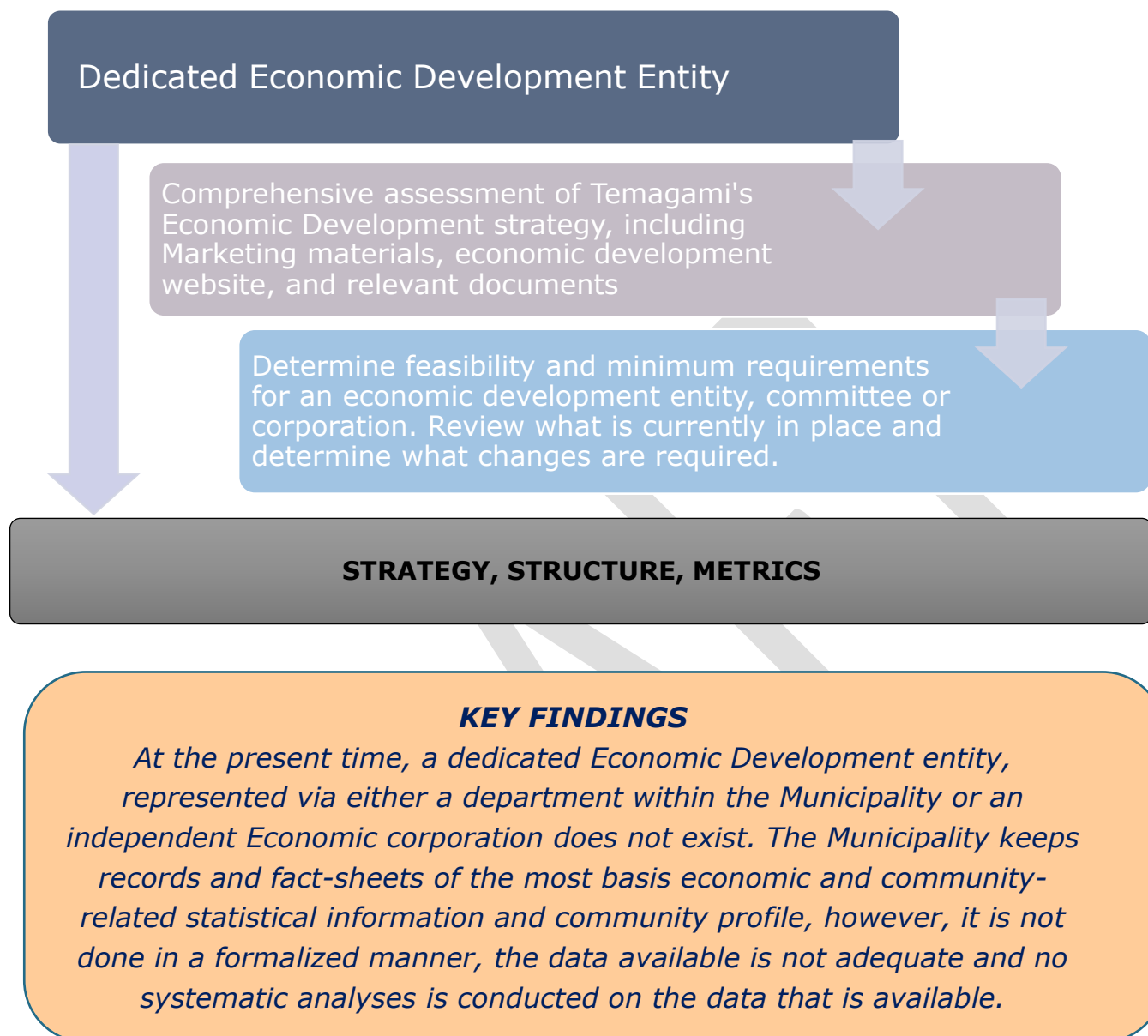


DEDICATED ECONOMIC DEVELOPMENT ENTITY

Municipality of Temagami

Final Report – Service Delivery Review





SMART GROWTH ECONOMIC DEVELOPMENT

Many small and mid-sized Canadian municipalities are struggling because their economies were built largely on a single economic sector that has changed significantly. For example, at one time jobs might have been heavily concentrated in industries like logging, mining, or manufacturing, but technology and market forces have transformed these sectors, and they no longer employ a large workforce. Changing circumstances, such as those caused by resource depletion, globalization, or shifts in consumer preferences, can shake the economic foundations of these communities, leaving people without jobs and cities without a healthy tax base.

There is an emerging shift toward place-based approaches to economic development that goes seeking to attract major employers to replace lost jobs, where municipalities have tried a different method to anticipate and overcome these changing circumstances. The term "Smart Growth Economic Development", referring to a strategy that builds upon existing assets, takes incremental actions to strengthen communities, and builds long-term value to attract a range of investments.

What distinguishes Smart Growth Economic Development from conventional economic development is the emphasis on building on existing community assets, rather than pursuing jobs or tax base growth without particular regard for location or alignment among existing assets. These existing community assets may include residents and their skills, local tourism opportunities, local architecture and infrastructure, academic, technical, and other institutions, local and regional business and employment concentrations, cultural, natural, and artistic resources; general quality of life and other community assets.

The three core components of a smart growth economic development strategy are **Supporting Businesses, Supporting Workers, and Supporting Quality of Life.**

Supporting Businesses: Supporting and expanding existing businesses and attracting new businesses contribute to economic development in several key ways, including helping businesses create jobs, encouraging entrepreneurship, enhancing fiscal sustainability by expanding and diversifying the tax base, and improving quality of life with new services and amenities. This component of a smart growth economic development strategy focuses on understanding the current composition and location of businesses, jobs, and potential emerging entrepreneurs in the community. This information can help reveal how well the businesses serve local residents and contribute to quality of life and which industries have the most potential to drive economic growth in the future. Targeting key economic sectors for growth allows Municipal and regional staff to direct their economic development efforts in a strategic manner, which helps small towns use their limited resources wisely. This part of the smart growth economic development strategy considers not only the businesses and industries with the greatest growth potential, but also where these businesses are located and how their location helps the community meet its economic, environmental, and other goals.

Supporting Workers. Workforce development is important to ensuring that residents can successfully compete for employment opportunities and that all residents have the opportunity to benefit from economic prosperity. The availability of a workforce with a wide range of skills and education levels can help local businesses grow and attract new businesses. By offering residents opportunities to learn skills for a wide range of

jobs, workforce development efforts might also reduce the need for residents to commute long distances to find appropriate employment, thereby improving quality of life and reducing pollution from vehicles. This smart growth economic development component focuses on how well the skills and education of the local workforce align with the needs of existing and growing industries and provides insight into what the community could do to help workers better match businesses' needs.

Supporting Quality of Life. *Residents and businesses both value a community with a good quality of life. A variety of factors can improve quality of life, such as a thriving downtown or commercial district with neighbourhood-serving shops and restaurants; green and open space; a variety of transportation choices, including options for walking, biking, driving, and public transit; artistic, cultural, and community resources such as museums, public art, community centres, religious institutions, and other community gathering spaces; and medical, technical, and academic institutions. Aesthetic improvements might include green infrastructure such as trees and other vegetation that help improve the pedestrian environment while absorbing rainwater and improving water and air quality. This smart growth economic development element also includes identifying key locations for development and redevelopment in the town's core, including brownfields and infill sites.*

The step-by-step process for preparing a Smart Growth Economic Development strategy is based on six principles:

Distinction between Growth & Investment	Strategy & Tactics	Focus	Momentum	Effective Partnerships	Communication & Coordination
<p>Building on ongoing investment(s), rather than “growth” is defined by increasing employment, population, or tax base, is essential to reinvigorate a struggling economy.</p>	<p>Include broad, long-term strategies that set overall direction and objectives for any economic development-related activities and investments. The plan should also identify short-term, tactical actions that address specific barriers or challenges to attaining the longer-term vision. Tactics should be updated on a regular basis to reflect changing conditions and opportunities.</p>	<p>Investments of time, money, and other community resources are most effective when targeted to an area that is both big enough to offer opportunities for change and small enough to make tangible, visible improvements that will spur investment. Over time, small focus areas can be expanded to build on successes.</p>	<p>Economic development efforts are most effective in places where there is already some private-sector activity so that public investments can reinforce and support investment by individual homeowners, business owners, commercial property owners, and/or banks and other financial institutions. Once these initial investments start to show success, it will be easier to attract additional investment to nearby locations, thus spreading the momentum incrementally over time.</p>	<p>Successful economic development efforts rely on partnerships across public agencies, especially when different types of funding are involved. Engaging these partners for specific and mission-appropriate goals is more effective than trying to seek support for broad or poorly defined initiatives. Communities might also set goals to align with specific funding sources to improve the odds of securing money for implementation.</p>	<p>Good communication and coordination among groups and agencies can help ensure that all available resources support the community’s vision. For small cities with limited resources, this coordination can help achieve goals at minimal cost by avoiding redundancy, conflicting efforts, and/or spreading resources too thin for meaningful improvement.</p>

Smart-growth economic development covers the five steps for preparing a smart growth economic development strategy:

1. Select a focus area.
2. Define the context.
3. Set the goals.
4. Identify existing assets and barriers.
5. Select the right tools.

1. Select a Focus Area

The initial step in preparing a smart growth economic development strategy is to pick the specific location(s), neighbourhoods, or area(s) of focus. There will be specific goals, indicators and appropriate implementation tools. Whether the Municipality of Temagami is preparing a strategy for the entire Municipality or one district or neighbourhood, there are likely to be multiple subareas, each of which are defined by distinct land use patterns and/or purposes. The emphasis on specific area-based assets within a community distinguishes smart growth economic development strategies from more conventional approaches.

2. Define the Content

As part of this step, the Municipality would prepare a description of conditions in the targeted area based on quantitative and qualitative indicators. This description would include the history of prior initiatives by both public and private-sector actors, indicating which were successful, which were unsuccessful, and which might prove to be helpful but have not yet had much impact. Because economic development deals with jobs, industries, and tax revenues, communities sometimes do extensive data collection and analysis before defining their economic development goals. While data can play a critical role in defining the existing context and challenges for a focus area, extensive data collection and analysis in the early phases of developing an economic development strategy might not be necessary, especially for small communities where detailed data might not exist or be readily available for the focus area. In addition, communities might consider a broader range of information than traditionally considered in an economic development strategy—information designed to help identify place-based assets and challenges. Such information might include walkability audits, cultural inventories, bus route mapping, or community values surveys. All this information can be added to what is called a Community Profile repository, from which a **Community Profile Dashboard** can be developed and shared, as part of both the **Municipal Economic Development, Tourism and Business Retention** components.

3. Set Goals

Identifying clear goals connected to specific conditions in the focus area is critical. These goals should be aspirational but achievable. The list of potential goals below is not comprehensive – the Municipality will need to, either refine these goals based on local conditions or develop their own, more specific goals. The goals are divided into three categories—**supporting businesses, supporting workers, and supporting quality of life**—based on the components of a smart growth economic development strategy.

3.1. Supporting Businesses

Goals below are intended to help Temagami's businesses grow and attract new businesses. Actions to meet these goals can help the Municipality create jobs, encourage entrepreneurship, enhance fiscal sustainability by expanding and diversifying the tax base, and improve quality of life with new services and amenities:

A1. Retain existing businesses

Existing businesses are the foundation of any economic growth strategy. By building on what already exists, cities can support current businesses and create a strong foundation on which to attract new businesses, residents, and employment. To tailor this goal to the local context, we recommend the Municipality interview local business owners to learn about their challenges and explore how an economic development strategy could best support their long-term success. Supporting existing businesses could include actions like adding or improving infrastructure or encouraging new or redeveloped housing that would better meet the needs of workers who do not currently live in the community. Other actions to improve the downtown like streetscape improvements, making storefront improvements, creating biking lanes and walking more enjoyable and safe, and planning activities that bring people downtown, can help retain existing businesses by broadening their customer base.

A2. Attract new businesses

Attracting new businesses—particularly in high-priority industries—could help increase local employment options and build the Municipal tax base. Attracting new businesses is often most effective when the effort is tailored to the industries that are best suited to a community's assets and opportunities (such as Tourism) and can provide high-quality employment options for local residents or other services and amenities desired by the community.

A3. Promote entrepreneurship

Encouraging entrepreneurs to start businesses gives people power over their own lives and lets them build wealth in their own communities. Business owners who also live in the community tend to spend more on local business services and keep more of their earnings in the local economy. They also have a vested interest in the community and are less likely to move elsewhere in response to incentives offered by other cities.

A4. Encourage business growth in infill locations

In addition to encouraging expansion of existing businesses and attracting new businesses, the community can consider where businesses locate within the community. Encouraging business growth in specific locations, such as downtown or other area with higher activity levels, can help improve the overall quality of life for existing and future residents, workers, and visitors. This improved quality of life also translates into a competitive advantage for local businesses and is critical for strengthening the local economy.

3.2. Supporting Workers

Ensuring that local residents have access to employment and the right education and skills to compete successfully is integral to any economic development strategy. Goals in this section address increasing access to jobs and workforce development, recreation opportunities, schools, from K-12 to advanced and continuing education.

B1. Improve access to local employment opportunities

Improving access to employment opportunities entails bringing more jobs closer to residents or increasing access through transportation investments in better bike, pedestrian, and public transportation facilities. This goal might include improving the local jobs-housing balance, but it should also aim to increase access to regional employment centres. Encouraging Temagami businesses to locate near public transportation and providing better access through road and infrastructure improvement projects, would expand commute options for local workers.

B2. Increase access to advanced education, workforce development, job training opportunities and job attraction techniques for young families and professionals

Providing workers with an opportunity to educate themselves and train for more skilled jobs helps them compete for jobs in the community now and in the future. A workforce with the right mix of skills and education is an important asset for attracting new industries. Offering local residents the opportunity to gain skills for a wider range of jobs can also reduce the need for residents to commute long distances to find appropriate employment, thereby improving quality of life for workers and reducing traffic congestion and air pollution. To tailor this goal to local conditions, municipal staff would need to know the education and skill levels of their local workforce and the skills that potential growth industries need. This analysis might result in goals tailored to different industries and types of advanced education and workforce training, including community and four-year colleges and job training programs that teach both job-specific technical skills and soft skills such as communication, collaboration, and leadership. Local educational institutions and / or municipal in-house job training can be key partners in achieving these goals.

In addition to a skilled workforce, the availability of jobs that attract more residents, including younger families, is part of the Supporting Workers component of the Municipal Economic Development Strategy.

Families are key customers for most companies, and appealing to that ever-changing demographic is a fundamental part of any Municipal Economic Development strategy. To ensure continued success, the Municipality must gain the interest, and then loyalty of families, which is why appealing to all ages, hosting events and even offering family-friendly opportunities are key parts to marketing to the family demographic.

3.2.1 Events

Hosting events like children-oriented theme night is great way to appeal to families. For restaurants, this could be a night where kids eat free or at a discounted rate, or if individuals come dressed in certain attire, bring in their positive report cards or donate a book or canned food, they receive an extra treat or another incentive.

Hosting a school event at the Arena, gives parents confidence that their children are in a safe, clean, fun environment. Other options include hosting events for children of a certain age like toddlers, grade-schoolers or teens.

Creating specials and deals can appeal to the needs of families who are looking for an affordable way to keep their kids entertained.

3.2.2 Business Opportunities

Children's enthusiasm for an activity is often a good indicator of whether it's worth your time and energy — including business ventures. Having a business that appeals to families can often denote a successful venture. Owning a business can be a demanding task for parents, though a worthwhile one as they tend to know what will appeal to other parents.

3.2.3 Technology

One of the best and most inexpensive ways to market all that any Municipality has to offer is through social media. Social media is a great tool for appealing to all ages. Information-sharing related to all Temagami has to offer, "Business with Moms" groups, and other events, are prevalent on social media and will attract a lot of attention of younger families. Followers can be offered tips, discounts or other news that will be of interest to them.

Encourage families to share their positive experiences on social media. Creating a hashtag that people can associate with the Municipality and its businesses will encourage others to share their experiences.

For a business to appeal to the family, it is beneficial to review and answer 4 questions:

- *Is it safe?*
- *Is it affordable?*
- *Is it fun?*
- *Is it educational?*
- *Does it promote exercise?*

If a business within Temagami is able to appeal to at least two of these elements, it should have a much easier time marketing to families of all kinds.

3.3. Supporting Quality of Life

This section focuses on improving quality of life and the environment, with the goal of helping communities compete for new economic growth and better serve residents, businesses, and visitors.

C1. Promote a vibrant downtown or commercial district

A vibrant, accessible and safe downtown area or commercial district can be a local entertainment and retail destination and a centre for community activities and civic life. If successful, these supporting activities can also lead to downtown properties and businesses contributing more to the Municipal tax base. Revitalizing a struggling downtown or commercial district can be challenging, especially if broader regional trends do not support local retail growth. Achieving this goal often requires ongoing collaboration between civic leaders, business owners, and residents, as well as public infrastructure investments. Meaningful results can take time. However, mixed-use, downtown areas, even in very small communities, typically contribute the highest property tax revenue per acre of any area in a community, even before revitalization, making downtown revitalization a worthwhile investment for any community's fiscal health.

C2. Attract stores and services for daily needs to downtowns and residential neighborhoods

Easy access to needed goods and services—in a downtown or in residential neighbourhoods—is important for a high quality of life. This goal focuses on retail and services for daily needs—such as nutritious foods, medicine, and other essential items—rather than on nonessentials and luxury goods. Temagami civic leaders could include this goal in their economic development strategy for areas that do not have an easily accessible or available grocery store.

C3. Ensure a wide range of housing types that are affordable to different income levels

High-quality, centrally located residential neighbourhoods with homes appropriate for a range of income levels and family types make it possible for people to live near their jobs and let residents stay in the same neighbourhood, even if their income or lifestyle changes. If a town does not have enough appealing neighbourhoods, it might not attract workers and businesses. At the same time, if lower-income residents cannot

afford homes, they might be forced to leave the Municipality, removing workers and customers from the local economy. A mix of different housing types (e.g., rental and for sale, multifamily and detached, and large and small) should accommodate people in different life phases, from starting out in the workforce to raising a family to retiring.

C4. Increase access to open space, parks, and recreation

Open space, parks, and recreation are important to residents' physical and mental health. Trails, paths, and on-street bike routes that connect neighbourhoods to places of employment could improve access to jobs and reduce driving as workers are more likely to walk or bike to work if it is safe and convenient. Open space and public gathering spaces, including playgrounds and parks, can raise property values in residential areas and attract new residents and workers. A community could tailor this goal to specify improving existing open space or establishing new open spaces, based on the current location and condition of its public spaces.

C5. Preserve natural space in the Municipality and surrounding region

Preserving natural areas in the Municipality and surrounding region provides important recreational, ecological, and economic benefits that enhance quality of life. These areas might be a natural buffer along a river that keeps pollution out of the water and absorbs flood waters, a park that attracts residents and tourists, or a field where children can play. Encouraging growth in infill locations and on already-developed sites helps reduce the pressure to develop these natural areas, making it easier to protect them. The community could examine projected climate change impacts for its region to determine the boundaries of land it might want to preserve to help protect against future floods, wildfires, and other natural hazards.

C6. Improve walking and biking facilities

Improved infrastructure for walking and biking provides numerous benefits for residents, workers, and visitors. Sidewalks, bike lanes, and paths make walking and biking safer and more appealing, encouraging more people to try it. Traveling to work, school, or stores on foot or by bike lets people work physical activity into their daily routines, which can improve their physical and mental health. Creating more transportation options makes it easier for workers to get to more jobs and lets people choose not to drive, which reduces congestion and pollution. From a business standpoint, many neighbourhood-oriented retail and service establishments also see increased sales when access by bike or on foot is improved.

C7. Maintain character and distinctive community assets

During transitional periods, it is important for a community to maintain the places and institutions that make it special, such as religious institutions, **arenas**, museums, natural landscapes, gathering places, and historic buildings. These places, along with attractive streetscapes and storefronts, contribute to a sense of place and neighbourhood identity, which help retain existing residents and could attract new residents and businesses.

C8. Allow a mix of land uses in appropriate locations

Districts with homes, stores and services, civic places, and other land uses put residents closer to jobs and their daily needs, allowing them to walk, bike, or drive shorter distances. This convenience is particularly important for people who do not have cars. The varied uses create lively neighbourhoods with a sense of place. Adjusting zoning codes to allow mixed-use districts is often a critical first step in developing these areas.

C.9 Ensure compatibility of adjacent land uses

Organic growth sometimes results in incompatible land uses close to one another. For example, homes might be interspersed with industrial uses or too close to a freeway, which could put residents' health at risk. Residential complaints could create an inhospitable environment for local businesses, which might relocate. If an evaluation of current land uses suggests the presence of such issues, Municipal staff might want to establish a goal to work with residents and businesses to address concerns or to update zoning codes to prevent new development from creating similar problems.

4. Identify Existing Assets and Barriers

A smart growth economic development strategy should reflect an area's existing assets and barriers that impede achieving community goals. Identifying barriers to meeting a goal is an important step because implementation tools and resources are generally more effective when they are selected to overcome a specific obstacle rather than achieve a broad goal.

For example, if a municipality has the goal of making its downtown more vibrant, the potential barriers to meeting this goal are diverse, including:

- *Outdated and undersized retail space.*
- *A lack of nearby residents to support retail demand.*
- *Absentee property owners uninterested in investing in the downtown area.*
- *Difficulty navigating the area or unsafe streets.*
- *A need for additional or more convenient parking.*

Each of these barriers would need different tools to achieve the goal of a vibrant downtown. For instance, a façade improvement program is unlikely to help significantly if the major problem is the lack of nearby residents to support existing businesses.

5. Select the Right Tools

The policy tools and actions are broken into eight cross-cutting topical areas:

- *Land use policy.*
- *Partnership building.*
- *Business development and entrepreneurship.*

- *Workforce development and employment.*
- *Health and environment.*
- *Brownfield and infill redevelopment.*
- *Transportation.*
- *Infrastructure financing.*

These tools will be most effective when linked to specific barriers. Sometimes more than one tool can help achieve a particular goal. This component explores policy tools and actions that communities could include as part of a smart growth economic development strategy. It includes conventional economic development tools and tools that might not typically be considered part of an economic development strategy—such as transportation options or infill development—that support economic development. The more conventional tools, such as streamlined permitting processes or business improvement in specific districts, could be applied through a “smart growth filter”—that is, to encourage economic development in places that cities have identified for growth, such as downtowns and infill areas. Policy tools and actions often support multiple goals across the three components of a smart growth economic development strategy. A particular tool might support workers, support businesses, and improve quality of life.

RECOMMENDATIONS

Economic Development Strategy

Develop an Economic Development Strategy, based on the Smart Growth Economic Development methodology (as outlined above), to identify SMART goals and realistic, prioritized objectives and steps to improve the future economic prospects of Temagami for the residents, businesses and stakeholders in the Community.

The benefits of the Strategy are as follows:

- *It can be used as a guide for the future development of the Community. It will include the Municipality’s vision, mission, goals, objectives, as well as the steps to accomplish them*
- *It will provide the Municipality a guide within which decisions can be made, and assist the Administration and Council in their decision-making processes*

Community Profile and Key Economic Indicators

Gather key information related to Temagami's key economic indicators and assets (i.e. Population, Employment, Taxes, latest community trends, etc.), in order to gain a solid understanding of Temagami's key economic trends and activities:

- *Formalize key economic data and findings in a Community Profile document and/or Dashboard. Key data on factors, such as environmental information, social characteristics, political and economic structures, local institutions, economic activities and incomes, basic household and community facilities, and social organization. Use the Temagami Community Facts document as a basis for the Community Profile initiative*
- *Develop a Community Key Stakeholder list, containing key stakeholders and community partners to consult and collaborate with during the planning stages of the Economic Development initiative, as well as the subsequent stages*
- *Develop a Community Asset Inventory, containing information on the following asset categories:*
 - *Physical Assets (buildings and public infrastructure)*
 - *Economic Assets (businesses and employment-related assets)*
 - *Natural Assets (assets related to nature and natural environment)*
 - *Social Assets (community and cultural assets)*
 - *Public Service Assets (Band-provided service assets)*

Develop and formalize a community Engagement Plan to ensure that the Municipality, Council and Community are working together. Determine a stakeholder list and the most appropriate level of involvement. As part of the Plan, update the Municipal web site and utilize it to promote economic development within the Community.

Strategic Assessment

Conduct a Community SWOT Analysis, identifying Strengths, Weaknesses, Opportunities and Threats the Community is facing, using this report as a Foundation for Municipal components of the analysis. Determine Key Strategic Areas, gaps and prioritize strategic areas of improvement for the Community, using pre-identified community stakeholders and a previously developed asset list. Among the key strategic areas, we recommend including business creation and expansion, entrepreneurial development and workforce attraction, Community infrastructure, fostering a business climate and population creation.

Develop a set of SMART goals for each one of the Key Strategic Areas, followed by a list of specific actions required to be taken in order to achieve the goals.

Implementation Work Plan

An Implementation Work plan is a detailed listing of activities, costs, expected difficulties, and schedules that are required to achieve the objectives of the strategic plans. It should contain the following elements:

- *Problem statement(s)*
- *Goal statement*
- *Strategy description*
- *Project team members*
- *Barriers to successful implementation*
- *Implementation steps*
- *Communications strategy*
- *Estimated time and expense of each step*
- *Resources (and approvals) needed for each step*
- *Performance / success Measures*
- *Measurement Plan, with the main purpose of:*
 - *Demonstrate the value of economic activities within the Municipality, as well as:*
 - *Measure the efficiency and effectiveness of programs or projects*
 - *Monitor progress in achieving our desired goals, and to clearly demonstrate the value of on-going economic development efforts*
 - *Ensure that time is spent on high-value activities. Assess the effectiveness of programs or projects*
 - *Support informed and evidence-based decision-making*
 - *Pinpoint what can be tracked in order to demonstrate success and progress*

Evaluation Plan

an Economic Development Evaluation plan contains evaluation questions to help answer the following questions:

- *How well was the program or initiative planned out*
- *How well was that plan put into practice?*
- *Who participates the Initiative? Is there diversity among participants?*
- *Are community members satisfied that the program meets local needs?*

The answers to these questions can be obtained using several possible methods. A monitoring system that tracks actions and accomplishments related to bringing about the mission of the initiative, member survey of satisfaction with goals and / or member survey of satisfaction with outcomes, are among these methods.

RECOMMENDATIONS



ECONOMIC DEVELOPMENT DASHBOARD

Municipality of Temagami

Final Report – Service Delivery Review



ESTABLISHMENT OF ECONOMIC DEVELOPMENT DASHBOARD

Requirement for a system, providing a snapshot of on-demand data, assessing the economic health of the Municipality, using pre-defined metrics at any given point in time. A component of the toolset the Municipality should use, as part of its Economic Development Strategy. Normally, for a smaller municipality, such as Temagami, three pillars, or topics of interest would be included: People, Business, Location

Develop criteria for and create a Dashboard designed that would compile Temagami's most important economic indicators in one place. It would provide a snapshot of Temagami's current economic state

PROCESS, METRICS

KEY FINDINGS

At the present time, an Economic Development Dashboard, providing various data and pre-defined metrics, including a snapshot of Temagami's economic and community profiles does not exist within the Municipality. The Municipality keeps records and fact sheets of the most basic economic and community-related statistical information and community profile, however, it is not done in a formalized manner, it is ad-hoc, and static, and is not adequate. No systematic analyses is conducted on the data that is available.

A Municipal Economic Development Dashboard provides a snapshot in time resulting from an assessment of economic health of a municipality using pre-defined metrics. It is usually part of the toolset a Municipality uses, as part of its Economic Development Strategy. Normally, for a smaller municipality, three pillars, or topics of interest would be included. These topics are related to:

- **People**
- **Business**
- **Place or Location**

People - This topic focuses on supporting local workforce development through training and education while creating new local employment opportunities that support the cost of living.

Business - This topic focuses on supporting local sustainable and diverse firm growth through innovation, expansion and increased productivity.

Place/Location - This topic focuses on new and enhanced local business infrastructure that supports employers and their employees and ensures the vitality and growth of priority sectors of the local economy.

At the present time, the Municipality of Temagami does not have the ability to view its key economic indicators using a dashboard or an economic indicator system of any kind. Various data is available on demand in several systems the Municipality utilizes, however, no systemized tracking or dashboard practices by the Municipality is taking place at the present time. Some employment data (specifically related to job creation in the Area) was available through the Temagami Chamber of Commerce, however, no updates have been made to this data since the Covid-19 pandemic began.

Because every place is unique, the content, scope, scale, and update frequency of an Economic Development dashboards vary widely from place to place. In addition to the importance of the dashboard (or other economic indicator method) to municipal officials in tracking the performance and health of the local economy, this type of tool is essential in most business retention, expansion, and attraction strategies. Because citizens, employers and businesses in smaller municipalities typically have a choice in where to locate or expand facilities, they rely upon easily accessible, updated information about a community's economic climate as they consider how to best assure the security of their prospects for growth.

The three greatest benefits of having an Economic Development Dashboard are:

- The ability of Municipal leaders to see the "big picture"
- Share the effectiveness of their efforts, and
- Tell the story of Municipality's economic impact and upcoming projects.

In its simplest form, an Economic Development Dashboard is displayed as follows:



Figure 4. Sample Employment Indicators, as part of the "People" section

Key indicator data is layered and is clickable, as follows:

Local Employment to Total Workforce

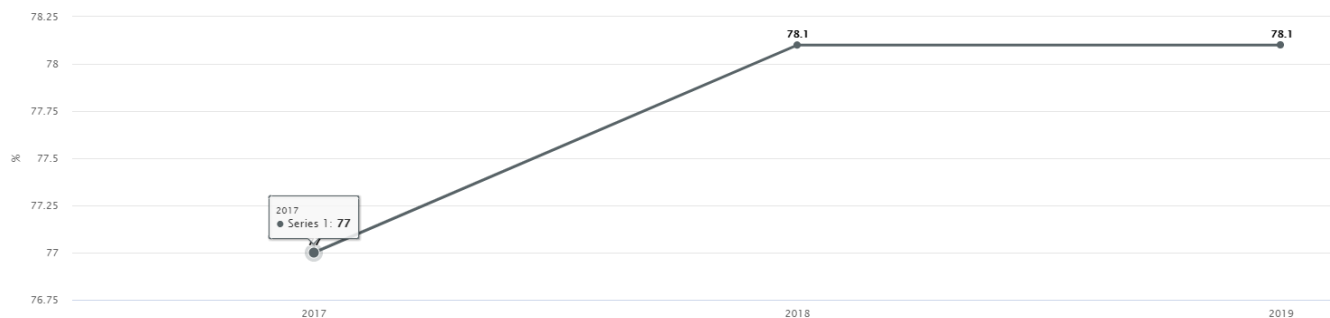


Figure 5. Sample Indicator Data, as part of the “Employment” component in “People” section

A brief summary and analysis on each indicator is provided, as follows:

About the indicator:

This indicator tracks the year-over-year change in the relative share of those working locally versus the total workforce.

Analysis (Sample):

Local employment has seen an average annual increase of X percent over the last four years. In 2019, those working locally grew by over X percent to reach Y local workers. This represents an X% share of the total workforce and accounts for those that are employed and self-employed locally. Based on existing data for 2019, it's estimated that there are nearly X self-employed individuals are working from Y. This aligns with the growing segment of the workforce working remotely and correlates with X's top standing as an entrepreneurial city.

Reason for monitoring (Sample):

Residents employed locally are able to enjoy an increased quality of life due to a reduction in time spent commuting to their place of work and a reduction in carbon emissions with transportation distances decreased.

RECOMMENDATIONS

We believe that at the present time, the Municipality will benefit from a simple, low-cost solution that will combine several indicators for each People, Business and Place/Location:

<i>People</i>	<i>Business</i>	<i>Place (Location)</i>
<i>Employment Indicators</i>	<i>Local Companies Indicators (growth, share of market)</i>	<i>Business Climate (cost of doing business)</i>
<i>Workforce Indicators</i>	<i>Business Sentiment Indicators</i>	<i>Business Costs (lease rates and commercial space)</i>
<i>Education Indicators</i>	<i>Business Climate Indicators (new incorporations, businesses moving into the Area)</i>	<i>Taxation (Business Tax Rate)</i>
<i>Population Indicators</i>	<i>Value of Total Business Permits</i>	<i>Housing Costs</i>

We also recommend that the Municipality compile a list of common indicators it desires to track, as well as the sources of these indicators. This would be among the key components of the pre-work required in order to proceed to the development of an Economic Development Dashboard.

In addition, we recommend the review and analysis of dashboard methods used by smaller Canadian municipalities in order to obtain a greater understanding of what Temagami municipal leaders would like to see in terms of key Economic Indicators. This pre-work would be the most efficient way to prepare and position the Municipality for improvements, when the new Economic Development Entity is created, along with a new strategy.



Figure 6. Sample Economic Development Dashboard

RECOMMENDATIONS

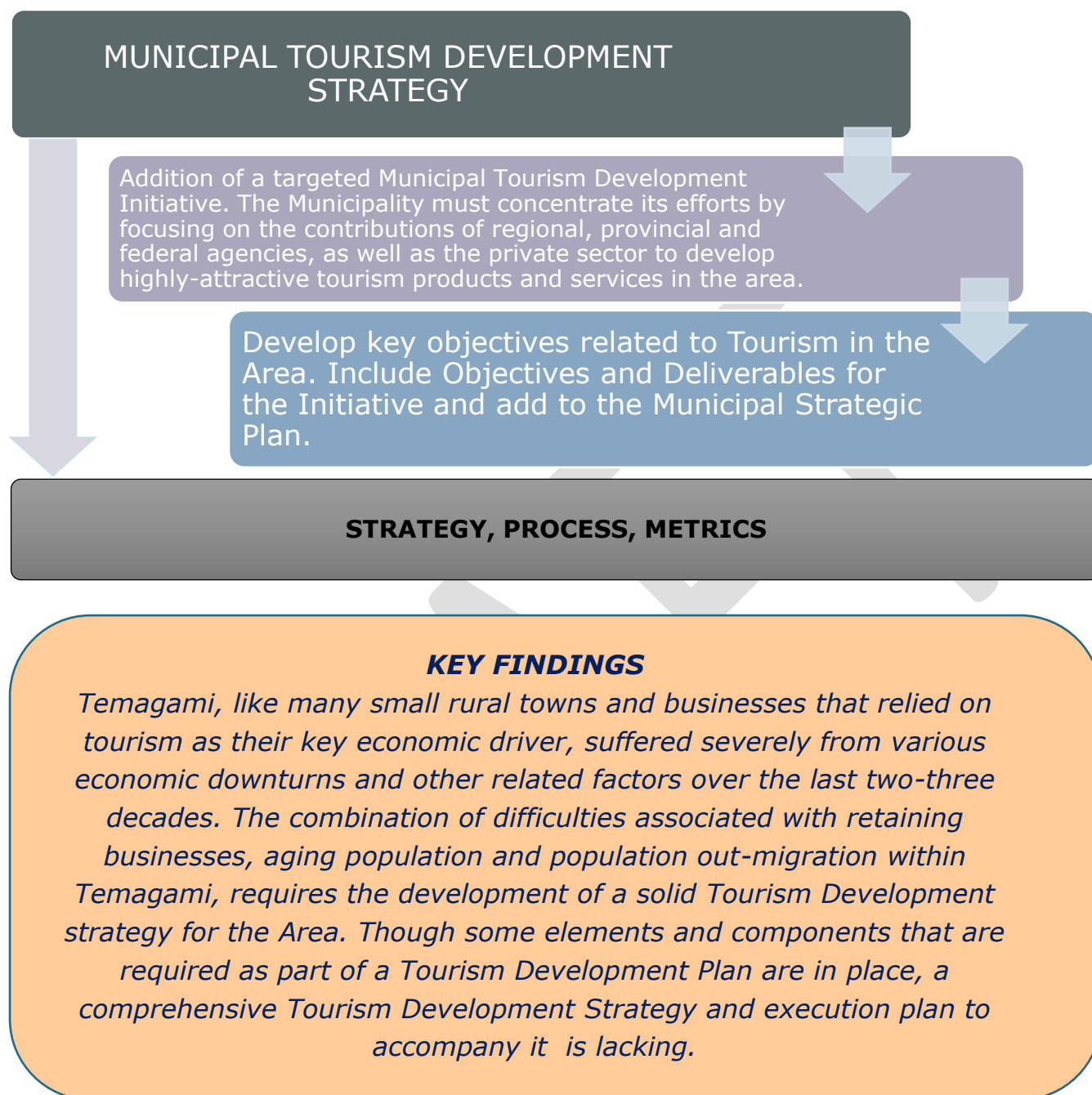


MUNICIPAL TOURISM DEVELOPMENT INITIATIVE

MUNICIPALITY OF TEMAGAMI

Final Report – Service Delivery Review





For many towns and businesses that have relied heavily on their tourism draw, an examination and restructuring of their product offerings, business operations, marketing strategies and target markets, may be necessary to survive the changing economy and market dynamics. Due to difficult economic times, the loss of major economic contributors to the Community, and a downturn in tourism, a number of businesses have closed and others continue to struggle to stay open.

Over the last few decades, Temagami has experienced the loss of two major resource-based employers, resulting in a significant number of out-migration of its

population. Despite these factors, Temagami is a resilient community, committed to recovery and future opportunities that will allow it to prosper again.

A significant effort was made in 2000's to return to some elements of a resource-based economy by adding a tier two, value-added saw mill, the efforts did not result in a favourable outcomes and led to a further population decline.

As part of Temagami's latest Strategic Plan, one of the key municipal goals is validating Temagami as a leader in nature tourism. Specifically, Strategy Three in Temagami's Vision to Action Strategic Plan (2020-2030), is focused on providing specialized support for select business and tourism sectors. We recommend that the Municipality continue and concentrate its future plans on the development of promising industries, such as the Travel and Tourism industry and capitalizes on its world-renowned reputation for canoeing and natural beauty. Tourism should be a priority sector for the Municipality and specific plans and strategies related to the industry must be developed to utilize the potential of this industry.

Temagami has a long history of attracting recreational tourists. Focusing on the development of new attractions and recreational opportunities within the Municipality will expose both domestic and international tourism opportunities. These opportunities will enable tourists eager to experience Temagami's raw nature, Aboriginal history and culture, and the relaxing secluded location of the Municipality, to experience all the town has to offer. The Municipality must concentrate its efforts by focusing on the contributions of regional, provincial and federal agencies, as well as the private sector to develop highly-attractive tourism products and services in the area.

This Recommendation is the starting point that will provide the foundation required to build on the guiding principles, the strategic approach and the coordination strategy. This is the Municipality's opportunity to strengthen and enhance the Tourism Industry by building on the existing foundation and moving forward with the implementation plan as outlined.

RECOMMENDATIONS

Knowing how to leverage a destination's unique assets is an important step to increase tourism in the area. We recommend forming a Temagami Tourism Committee to develop a new brand identity. The objectives of the Committee would include, but not be limited to:

- *Develop a new theme/"line" for the Municipality of Temagami*
- *Design a new logo based on the theme*
- *Develop and communicate the unique flavor(s) of Temagami through print and online channels (to be promoted mostly outside of the Municipality) (for example, Top 10 Things to do in Temagami). Some elements of this recommendation already exist:*

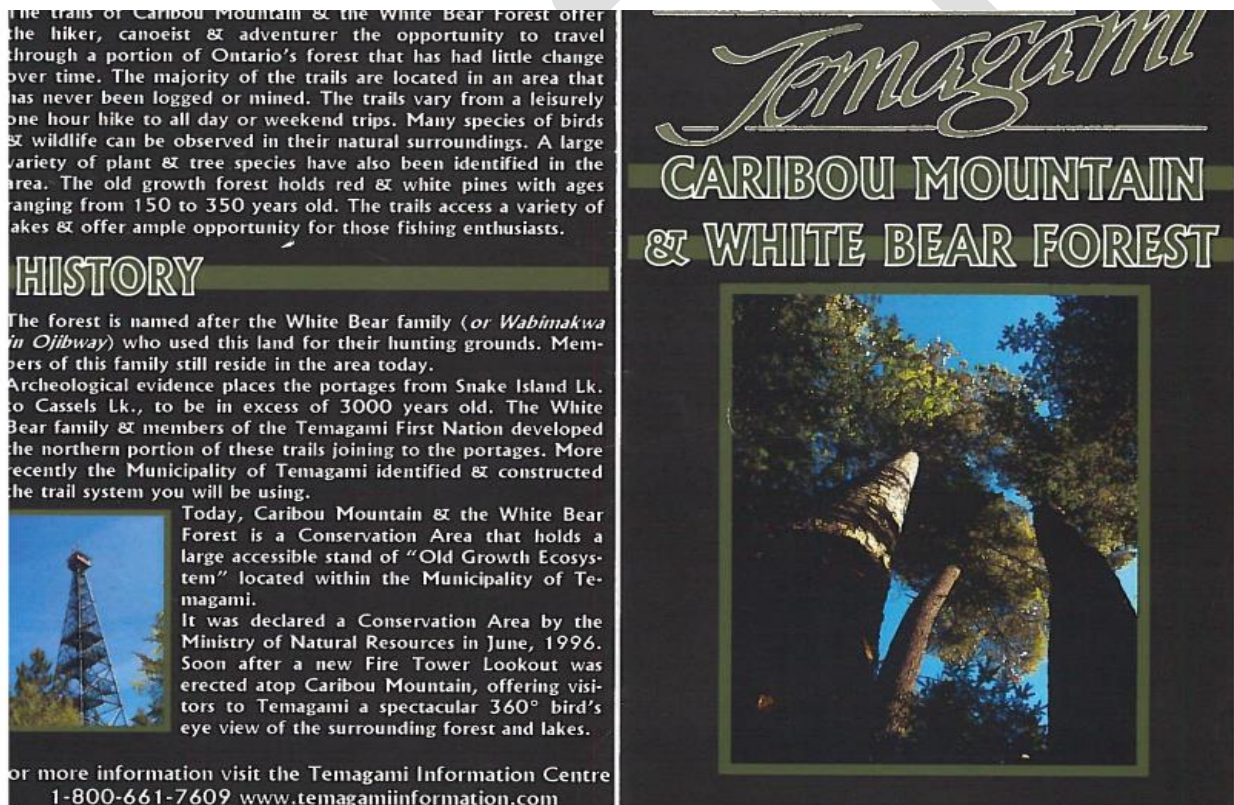


Figure 7: Experience Temagami Sample Brochure

- *Develop a custom library containing images and short descriptions showcasing Temagami's most notable attractions and unique lifestyle (as illustrated above).*
- *Create a new website, containing eye-catching materials and user-friendly interactive functions (for example, with links to more information,*

hotel/cottage bookings, airline/car reservations, maps, Temagami stores and businesses links and phone numbers).

- *Develop content and design a Visitor Guide, as the official travel resource for the Municipality to make trip-planning easier and distribute the guide in designated areas inside and outside of the Municipality.*

The key outputs of the Objectives would include:

- ✓ *Logo design*
- ✓ *On-location photography*
- ✓ *Website design, development and management*
- ✓ *Visitor guide design*

The key areas of required expertise would include:

- ✓ *Branding*
- ✓ *Content*
- ✓ *Content Expertise*
- ✓ *Photography Expertise*
- ✓ *Print Design Expertise*
- ✓ *Website Development Expertise*

The development of a Tourism Development Initiative will support Council's Strategic Goal #3 (Support Target Business Sectors- Support the Development of Tourism).

RECOMMENDATIONS

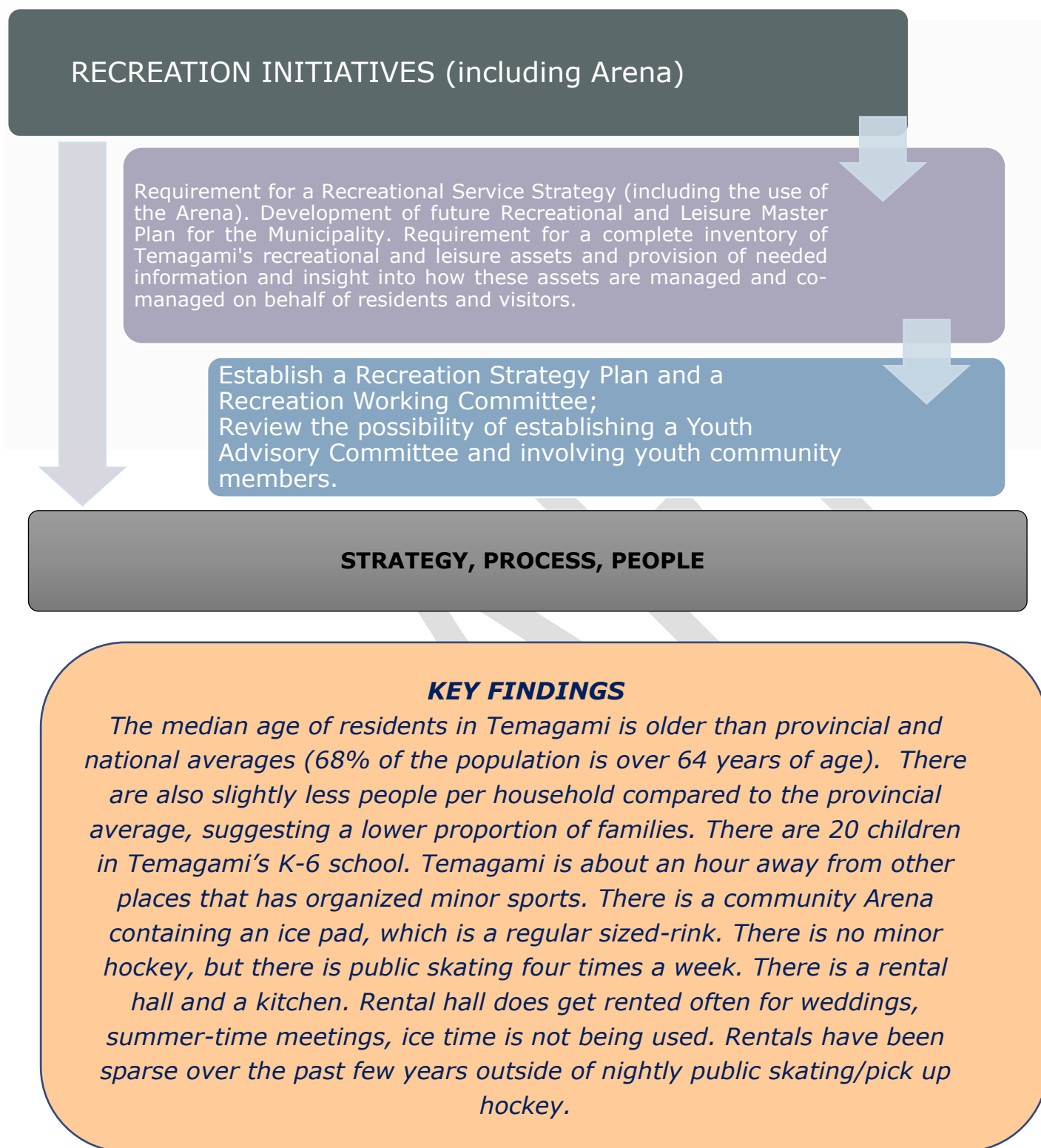


RECREATION (INCLUDING TEMAGAMI ARENA)

Municipality of Temagami

Final Report – Service Delivery Review





Each municipality provides recreation and leisure opportunities differently. Some municipalities take a lead role in the delivery of programs, while others lend a supporting hand to community driven initiatives. Realistically, most municipalities provide these services in a combination of both methods. The following section shows an overview on how Temagami delivers these services.

COMMUNITY POPULATION TRENDS

The age profile of a community is an important indicator of its recreational demands, and offers guidance to the types of facilities that should be offered. For example, a community with a high proportion of children and youth may have higher demand for competitive sports such as hockey or skating, while a community with a higher proportion of older adults may require facilities that offer less intensive forms of exercise.

Temagami's 2016 Census population was listed as 801 and 2011 as 845. The Municipality has been experiencing a relatively significant population decline, having shrank by 4.5%. If this trends continues, the population will continuing declining. As a result, the proportion of children (ages 0-9) and youth (ages 10-19) has been steadily declining, while the population of older adults (50-64) has been increasing. Assuming these rates, while fluctuating, will still be on the decline, the youth ice market in Temagami will continue to decline. As 502 people in the Community are 40 years old and older and only 102 are people between 20 and 40. The aging population may create additional demand for some Recreation activities, particularly those related to the Arena, (i.e. old-timer leagues or specialized skating lessons), however, it will be fairly modest.

Population

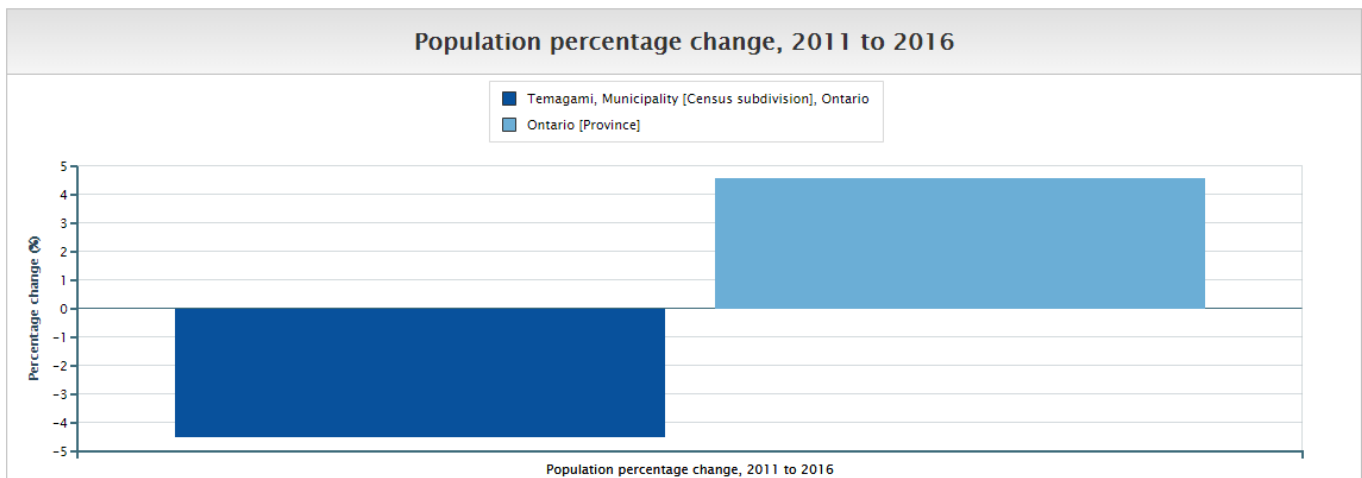
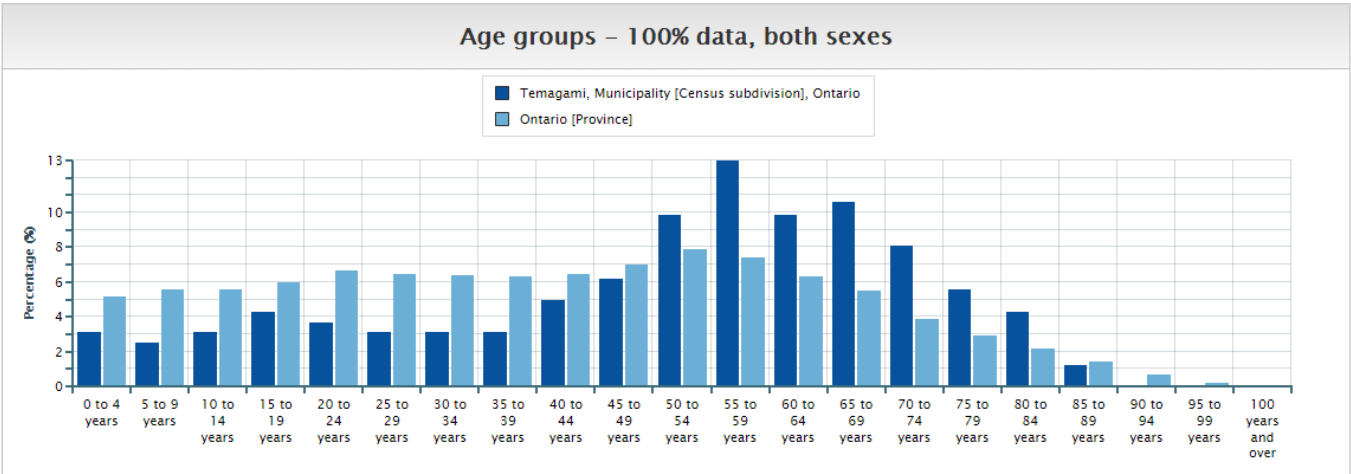


Figure 8. Temagami population trends relative to Ontario population trends

Population Age Distribution



Distribution (%) of the population by broad age groups – 100% data, both sexes

Figure 9. Temagami population trends relative to Ontario population trends (2019)

Average Age of the Population

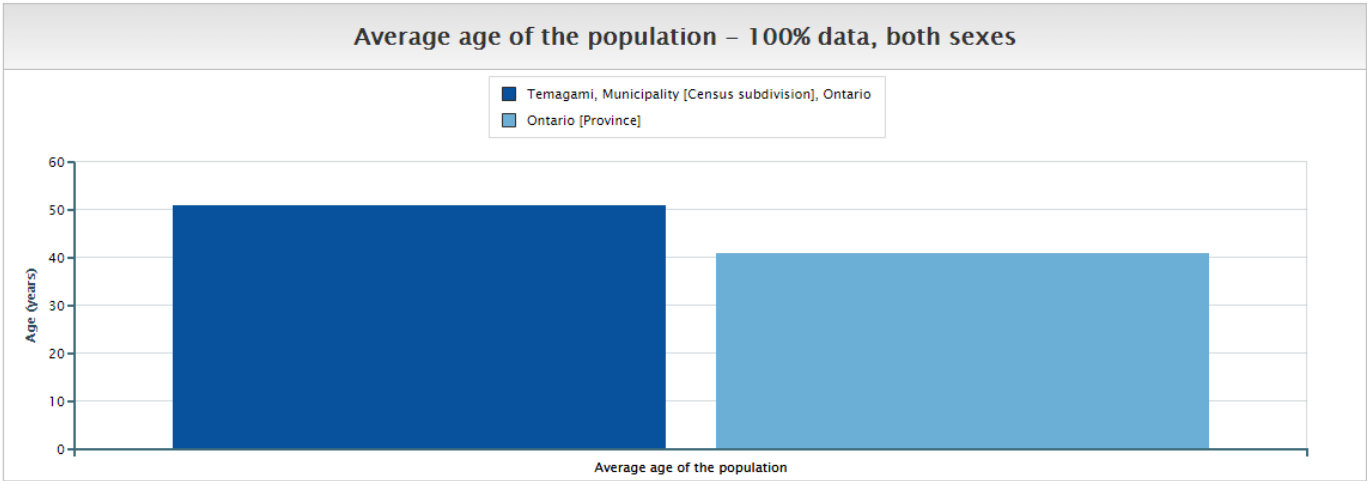


Figure 10. Temagami average age of population (2019)

We recommend that the Municipality invest into a Recreation Plan that would act as a tool that would inform Recreation-related decision-making and guide Temagami Administration action. The Plan would provide a common vision and path forward for all stakeholders. As such, it would enable creativity and foster ownership of administrative and front line actions.

COMMUNITY TRENDS RELATED TO TEMAGAMI ARENA

One of the top topics of discussions with key stakeholders during our consultations was the Temagami Arena. The Arena is utilized for recreational hockey and minor hockey, figure skating, and public skating. The Arena is very rarely booked to capacity and is usually underutilized, even during the height of the regular season (October – March). The following table represents a sample of the Temagami Arena usage and the types of activities it hosts:

Temagami Arena Events Sample

▪ Lions Hockey Tournament - Jan 26 th	Lions Club
▪ Baseball Tournament – June 7 th	Renaud's
▪ Wild Game Dinner – November 16 th	Chamber of Commerce
▪ Shiverfest – February 15 th	Town of Temagami
▪ TFD Breakfast with Santa– December 8 th	TFD
▪ Halloween Pumpkin Carvings – October 25 th	Town of Temagami
▪ Lions Senior Christmas Dinner – December 1 st	Lions Club
▪ Net Lake Winter classic Hockey – January 19 th	Poirier
▪ Youth & Adult Hockey – (Seasonal)	Town of Temagami
▪ Easter egg hunt – April 11 th	Town of Temagami
▪ Santa Parade – December 7 th	Town of Temagami
▪ Ducks Unlimited Dinner/Auction -	Ducks Unlimited
▪ Night of murder mystery	Lions Club
▪ Pow-wow – July 13 th	TFN - TAA
▪ Lions Club Steak fry & Dance – July 18 th	Lions Club
▪ Kids Sliding Day – March 21 st	Town of Temagami
▪ Spaghetti Dinner	T.P.S
▪ Community Yard Sale -	Town of Temagami
▪ Canada Day – July 1 st	Town of Temagami
▪ Halloween Dance	Legion
▪ Curling	Curling Club
▪ Movie Nights	Town of Temagami
▪ Themed Events/Dances	Town of Temagami

Figure 9. Community events (highlighted) related to Arena rentals and usage

There are several issues associated with the maintenance and services related to the Arena. It generates close to \$9,000 in revenues, from the Arena Ice and Hall Rental fees, and it costs about \$106,000/year to maintain it. Arenas require a compressor – a refrigeration system (direct or indirect), which removes heat and creates cold. The compressor is the heart of a refrigeration system. It's the only active main component maintaining the flow of refrigerant.

The compressor found in Temagami's Arena is very expensive to operate and, with Arena use and attendance being limited to drop-in skating and hockey, (and very rarely, curling), and occasional community events (see Figure 9), the costs associated with keeping the Arena as is are very high, with very little revenue in return.

The Arena is also used occasionally for weddings and other events, however, it is also very expensive to heat up, due to its age (confirm how old it is) and poor insulation.

The following list represents the current Arena services and rates (as per 2020 fee updates):

<i>Services Offered</i>	<i>2020 Fees</i>
Arena Ice Rental/hr	\$100.00
Minor Hockey Ice Rate/hr	\$75.00
Public School Rental /hr	\$75.00
Adult Pick-up Hockey/person	\$7.00
Children's Pick-up Hockey/person	\$5.00
Public Skating/person	\$3.00
Arena Ice Rental/day	\$800.00
Arena Ice out Rental/hr	\$50.00
Arena Rental Ice out/day	\$500.00
Arena Weekend Rental - Ice Surface and Hall	\$2000.00
Arena Hall Rental/hr	\$40.00
Arena Hall Rental/day	\$350.00
Arena Hall for Fitness Class (\$1.00 per person max \$20.00)	\$20.00
Local Service Clubs/Lion Non Profit Rental/event	\$200.00
Kitchen Use	\$150.00
SoCan Fee	\$20.00
Set Up - Clean Up/hr	\$45.00
Ballfied Rental/weekend	\$200.00

RECOMMENDATIONS

Options for Future Arena Decisions

***Renovate Arena
with Expanded
Options and
Improvements***

***Convert Arena
to a garage for
Public Works
and
offices/facilities
(keep the
Community
space)***

***Do nothing to the
Arena and
expand
Recreation
Programming
only***

Option 1: Renovate Arena with Expanded Options and Improvements

Pros:

- Keep the Arena as a community center and a gathering place
- Closeness and connection to the community remains (particularly important as part of new Economic Development Strategy for citizen and business retention – consult **Section 3.3, section C7** of this Report)
- Fall-over emergency control center will not need a new location
- May increase attendance and revenues

Cons:

- Expensive to operate
- Pad may not withstand heavy objects (further research and analysis will be required)
- Does not pay for itself
- May not justify the expense

Option 2: Convert Arena to a garage for Public Works and offices/facilities

Pros:

- Substantial savings
- Better space utilization
- Retaining the dance hall
- Savings in heating and electricity
- Newer facility for public works garage
- Easy to justify in terms of savings and efficiencies,
- The Community Centre of the upstairs of the Arena upstairs can still be utilized (while repurposing the Arena for the Public Works garage)

Cons:

- Loss of public/community space, loss of hockey/skating area

Option 3: Do nothing to the Arena and expand Recreation Programming only

Pros:

- Sole emphasis of change will be dedicated to a new Recreation plan, along with staff and future strategy
- Improve promotional and new program activities
- The Arena will remain and continue being a gathering place for the Community

Cons:

- Continued financial burden until changes associated with Programming are realized
- Arena conditions will continue deteriorating
- Possibility of failure new Recreational Strategy and Programming – no changes will be realized

RECOMMENDATION: Option 1
Renovate Arena with Expanded Options and Improvements

At the present time, it is our recommendation to proceed with Option #1. While this option is less disruptive than Option #2, it represents significant changes via a "meet-halfway" solution that may also positively indirectly contribute to the success of Economic Development, citizen & business retention, as well as Tourism strategies.

The following is a list of specific steps and considerations to proceed with this option:

- Replacing old compressors with more efficient ones will save a lot of energy and maintenance costs. Indirect refrigeration systems allow for safer control of potentially harmful refrigerants. Research into systems and cost-efficient innovative solutions will be a very important component of this step.
- Computer programs and applications give arena operator more control to schedule when compressors are powered on and powered off. Programming for shutdown at night, on holidays and during other downtimes allows for significant energy savings. New equipment will increase the cooling efficiency of the compressor.
- Introduce a community-wide initiative, engaging all interested community members in coming up with ideas and suggestions on organizing and planning various events at the Arena, and other Recreational events. Propose volunteer organizers and planners for these events, and consider adding some youth to the planner mix.
- Increase attendance by planning and organizing events related to hockey, addition of bowling isles, rented hourly; consider the addition of curling bonspiel.
- Increase Service rates as per following recommendations:
 - Arena Ice Rental/hr - \$185.00 (Canadian Municipal arena average rental rates - \$245/hr)
 - Arena Ice Rental/day - \$1,450.00 (Canadian Municipal arena average rental rate - \$1,860.00)

- *Arena Weekend Rental – Ice Surface and Hall - \$3,200.00*
 - *We recommend increasing all other rates by 15-25%*
- *Develop programming based on a mix of Prime and Fringe time Arena use, as follows:*
- Usual prime times for Arena use in most municipalities are:*
- *Mon-Fri: 6:00 pm-10:00 pm*
 - *Weekend: 8:00 am-10:00 pm*
- Usual fringe times for Arena use for most municipalities are:*
- *Early Mornings: 6:00 am-8:00 am*
 - *Late Afternoons: 4:00 pm-6:00 pm*
 - *Late Evenings: 10:00 pm-12:00 am*
- *Introduce vendor and / or nominal admission fees to take part in the Temagami Community Market in the spring/summer months. Consider the introduction of a volunteer committee to come up with ideas and themes for various seasons and uses for the Market.*
- *Introduce skate rentals and skating lessons and / or classes.*
- *Create a specific mission for the Arena, (for example, "create and train skaters" and promote it within the Community.*
- *Schedule specific programs and schedules at convenient and logical times (e.g. evenings and weekends). Right scheduling is key!*
- *Consider the possibility of using volunteer instructors and add a basic curriculum in place; invite the community to participate.*
- *Emphasize all age participation to attract attendants of all ages.*
- *Review upgrades that may be required, (i.e. installation of larger doors, electrical, plumbing, windows, insulation, etc.) and determine their feasibility.*
- *Develop hockey camp programming - if you need more revenue, at the most basic level, you need more skaters on the ice.*
- *Open the Arena to Business/Corporate rentals. For example, make Monday nights into "Business Night", when businesses looking for a fun "teambuilding" activity for employees can rent the ice for a few hours or, the entire evening, depending on their needs.*
- *Review the possibility of using a synthetic ice pad.*
- *Purchase a cushioned floor covering and convert it to an inside recreation area for pickle ball, sports activities, jogging and / or other sports. The floor could*

then be removed for special events, without disturbing the infrastructure, for occasions that require ice-time.

- *For the public space connected to the Arena, review the feasibility of using it as:*
 - *Tennis or basketball courts*
 - *Baseball field*
 - *A Walking/Jogging track*
 - *A playground*
 - *Transport parking area*
- *Create a pleasant atmosphere (for example, background music, add some concessions and / or homemade "goodies" prepared by volunteers) - ensure it is not just a building with a sheet of ice!*

DRAFT

RECOMMENDATIONS



PUBLIC WORKS - ROADS

Municipality of Temagami

Final Report – Service Delivery Review



PUBLIC WORKS - ROADS

There is requirement for a comprehensive strategy on key roads and their conditions to determine a low-cost strategy for improvements.

Determine if re-classification of key roads is feasible. Follow-up on previously-performed condition assessments for roads, using a condition rating to rank key Temagami roads, based on pre-determined factors. Develop a tracking matrix to track road-clearing activities in winter, per future established Service Level requirements outlined in the "Implementation and Formalization of Service Levels" section of this Report.

STRATEGY, PROCESS, METRICS

KEY FINDINGS

The Public Works Department is responsible for the maintenance of all Municipal roads. Though, some of the roads are in a satisfactory condition, the Municipality has a higher percentage of roads requiring additional maintenance. One of such roads is Lake Temagami Access Road, identified as one of the key points of access to Lake Temagami from Highway 11, outside of the hamlet of Temagami. Lake Temagami Access Road runs parallel to the NE Arm of the Lake and ends at the public landing in what is commonly called "the Hub," at the center of the Lake.

Sound decision-making and preventive maintenance are essential to managing municipal roads-related infrastructure cost effectively. Municipal roads and sidewalks Best Practices address two priorities: front-end planning and decision-making to identify and manage pavement infrastructures as a component of the infrastructure system; and a preventive approach to slow the deterioration of existing roadways.

Investing in road improvements and improving access, as part of key infrastructure portfolio of initiatives, is one of the priority items identified through out consultations with key Temagami stakeholders. Percentage-wise, "Roads" represents one of the largest categories of Temagami's infrastructure investment requirements. In addition, Temagami's roads replacement value is the highest, dollar-wise of all other assets' replacement values, as illustrated below:

Replacement value by type of asset (in millions)

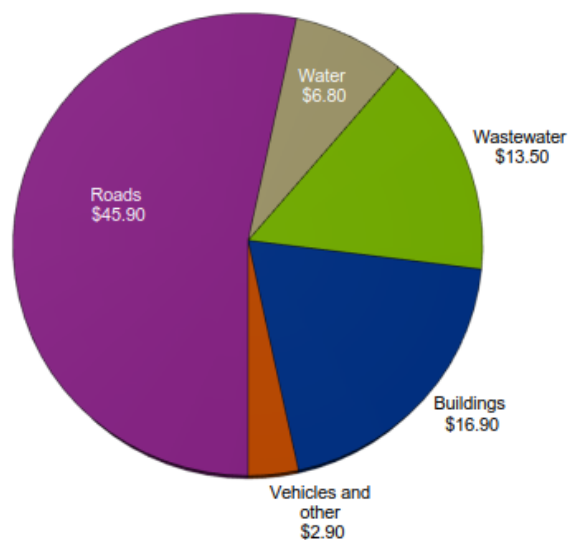


Figure 12. Roads replacement value compared to other assets

The Lake Temagami Access Road is a topic of many conversations related to the quality of key Temagami roadways. The Road, as several other key infrastructure-related components of the Review, requires several levels of maintenance, as it changes, depending on weather condition. This maintenance includes, to swamp or marshy areas, drainage, rock ditching, along the road, road grading, potholes, shallow ruts and soft shoulders.

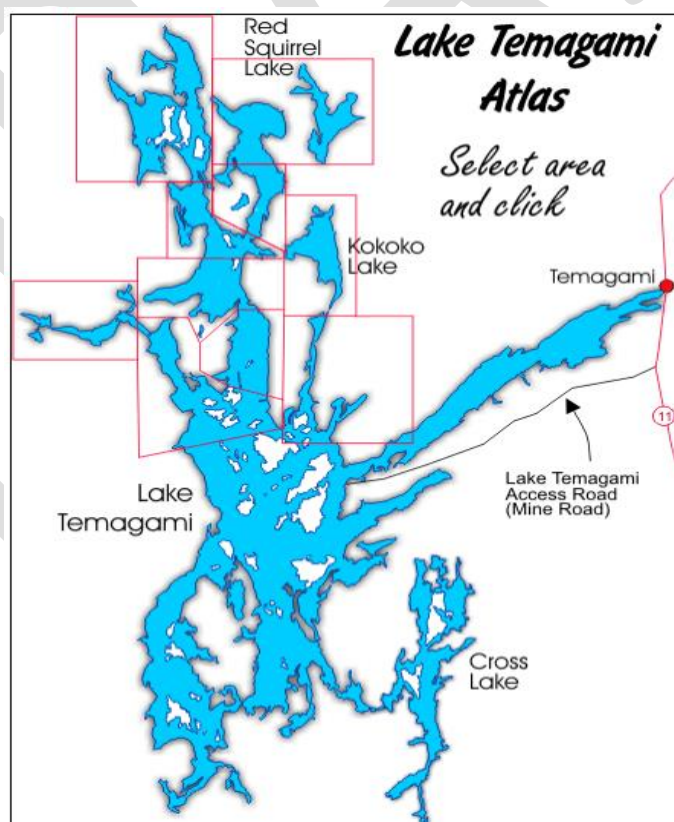


Figure 11. Temagami Roads Network

The root causes of such poor road conditions can be traced to several factors. Within the Ontario Municipal Act and, in particular, the Minimum Maintenance Standards for Municipal Highways, every highway under the jurisdiction of a municipality in Ontario is to be classified according to specific criteria based on the applicable speed limit and the average annual daily traffic. Within the Municipality of Temagami, traffic volumes were deemed not to meet the set criteria for Highway Classes 1, 2, 3, 4 and 5. Instead, the Temagami roads are classified as Highway Class 6 roads.

This means that none of the following minimum standards apply for the following maintenance activities:

- *Patrolling Frequency*
- *Snow Accumulation*
- *Ice Formation Prevention and,*
- *Treating Icy Roadways*

As the Municipality regularly exceed the minimum standards, the Municipality should seek a reclassification of key Temagami roads from Highway Class 6 to Highway Class 5, which would greatly contribute in the implementation of Temagami road improvement plans.

We also observed a requirement for the expansion of road maintenance activities for Lake Temagami Road. There are four other Roads that have been identified as priority by the Municipality that require maintenance:

PRIORITY	ROADS	MAINTENANCE
1	FOX RUN	Ditching, brushing, culvert replacement, line of site and resurface
2	WILSON/TONOMO	Ditching, brushing, culvert replacement, line of sight and bridge repairs
3	GOWARD AVE/HILLCREST DR.	Ditching, manhole replacement, resurface and culvert installation
4	SUNSET CRESCENT	Ditching, culvert replacement, re construction of road base and resurface

The development of targeted recommendations to address the strategy for the Road improvements is a critical component in the Municipality's overall strategy to improve its key pieces of municipal infrastructure, improve access and road conditions for the Community and encourage visitation into the Town of Temagami.

RECOMMENDATIONS

- *Review the Ontario Regulation 239/02 Minimum Maintenance Standards for Municipal Highways.*

- *Investigate the reclassification of Temagami Roads, resulting in tiered maintenance, from Highway Class 6 to Highway Class 5, as described above.*
- *Follow-up on previously-performed condition assessments for roads (paved, surface-treated and gravel), using a condition rating to rank key Temagami roads (Lake Temagami Access Road, Fox Run and Wilson/Tonomo), based on pre-determined factors (roughness, rutting and structural and non-structure cracking).*
- *Develop a tracking matrix to track road-clearing activities in winter, per future established Service Level requirements outlined in the "Implementation and Formalization of Service Levels" section of this Report.*
- *Revisit the existing scale to describe and categorize conditions of each of the distress areas for above-named roads.*
- *Add road signage in high traffic areas, and in areas where significant improvements are required or, are underway.*
- *Consider adding a small Road Maintenance Support Service group to the existing Municipal organization.*
- *Review potential service improvement integration opportunities related to Temagami roads-related projects. These opportunities include integrating roads-related capital projects with water / wastewater and storm sewer replacement projects, are often the most cost-effective ways to approach roads-related projects.*
- *Determine which locations require horizontal or vertical re-alignments to bring up to the standards of Ontario Regulation 239/02 Minimum Maintenance Standards for Municipal Highways.*
- *Conduct environmental investigations and assessments, as well as existing aerial assessments from recent engineering studies.*
- *Determine the requirements for engineering design, utility and geotechnical relocations.*
- *Obtain updated (from previous studies) estimates for the work required to be performed.*

RECOMMENDATIONS

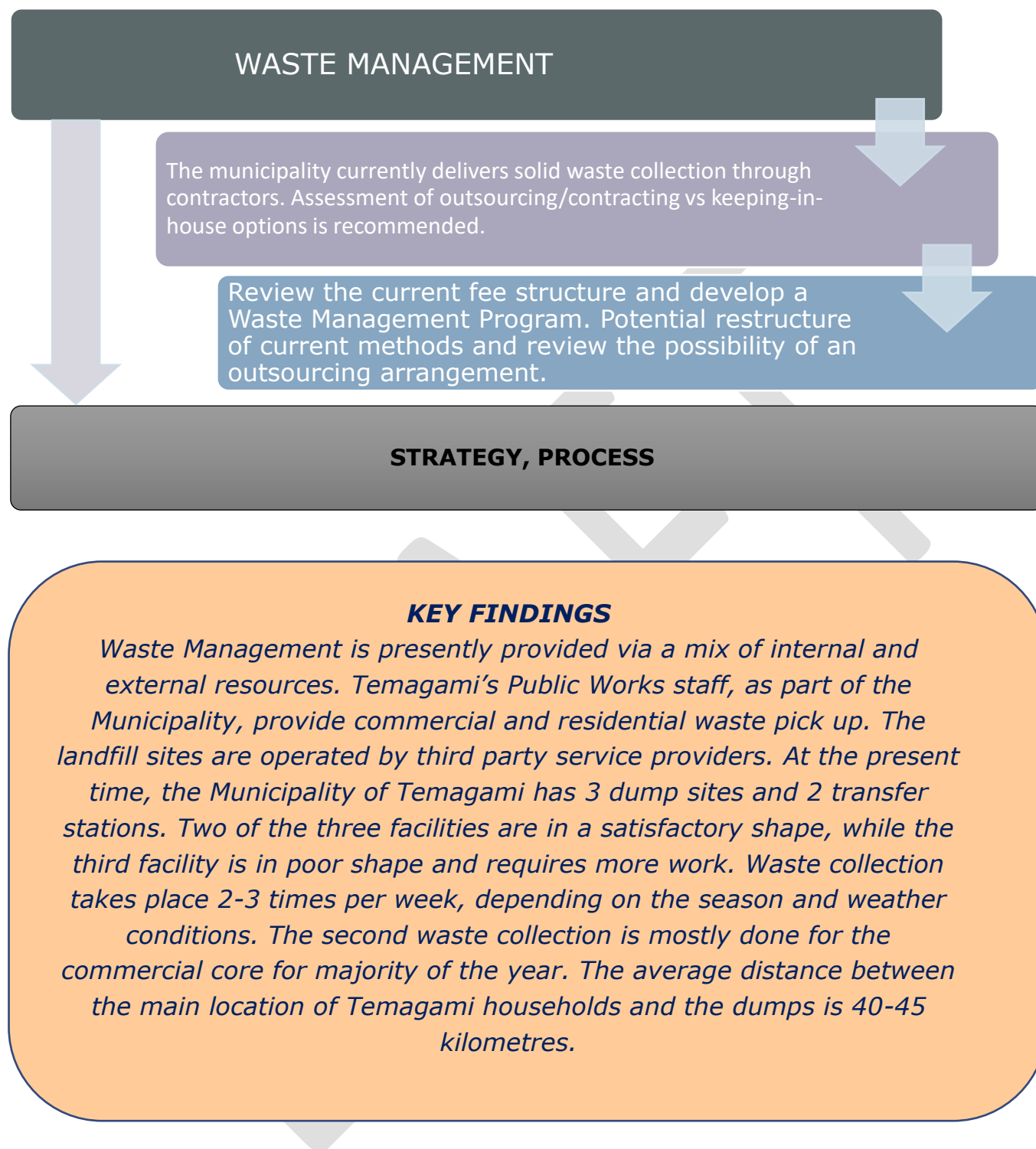


PUBLIC WORKS - WASTE MANAGEMENT

Municipality of Temagami

Final Report – Service Delivery Review





Management of solid waste, including the diversion of recyclable materials, is a key responsibility of municipal governments in Ontario. The factors that facilitate or hinder effective municipal waste management can vary greatly and depend on the size of the municipality, geographic location, and industrial or commercial activity.

Traditionally, the key drivers that lead municipalities to develop Waste Management Plans include:

- *Regulatory requirements*
- *Changing population and demand*
- *Rapidly diminishing waste disposal capacity, and*
- *A desire to continually improve efficiencies.*

Temagami's Waste Management services are presently provided via a mix of internal and external resources. Temagami's Public Works staff, as part of the Municipality, provide commercial and residential waste pick up. The landfill sites are operated by third party service providers, whereas residential waste pick-up is performed by Municipal staff. At the present time, the Municipality of Temagami has 3 dump sites (Strathy, Briggs and Sisk landfills) and two transfer stations (Mine Landing and Waterfront) to manage. For a total number of 375 households, the number is very high. There is one person working at the dump site or transfer station, resulting in less effective management of each site. One of the transfer stations is open 24 hours a day, 7 days a week, however, it is not staffed to accommodate this schedule. Waste collection takes place 2-3 times per week by Public Works staff, depending on the season and weather conditions. The average distance between the main location of Temagami households and the dumps is 40-45 km.

Virtually every household in Temagami utilizes grinder pumps – waste management devices that turn on automatically, grind the waste and force it into the sewage system. There are over 150 grinder pumps in the Community. Household waste flows through the home's pipes into the grinder pump's holding tank. Once the waste inside the tank reaches a specific level, the pump will turn on, grind the waste into a fine slurry, and pump it to the municipal sewer system. Grinder pump systems are prone to grease build-up, which could lead to pump failure. Regular pump maintenance is highly recommended. Due to this reason, the municipality services these grinder pumps. Staff does so by removing these pumps from underneath residents' houses in order to fix them. On-call service is required in order to perform this function. Pick-up of blow garbage, gate, corner post and dump wagon maintenance is also performed.

As part of our Consultation process, as well as Community Survey, when asked which areas Temagami residents would most like to see improvements in, an overwhelming majority of answers revealed that Waste and Solid Waste and Recycling Services is the one area of improvement that the citizens of Temagami would most like to see improvements in.

FUTURE IMPROVEMENTS & GROWTH

Which areas would you most like to see improvements in?

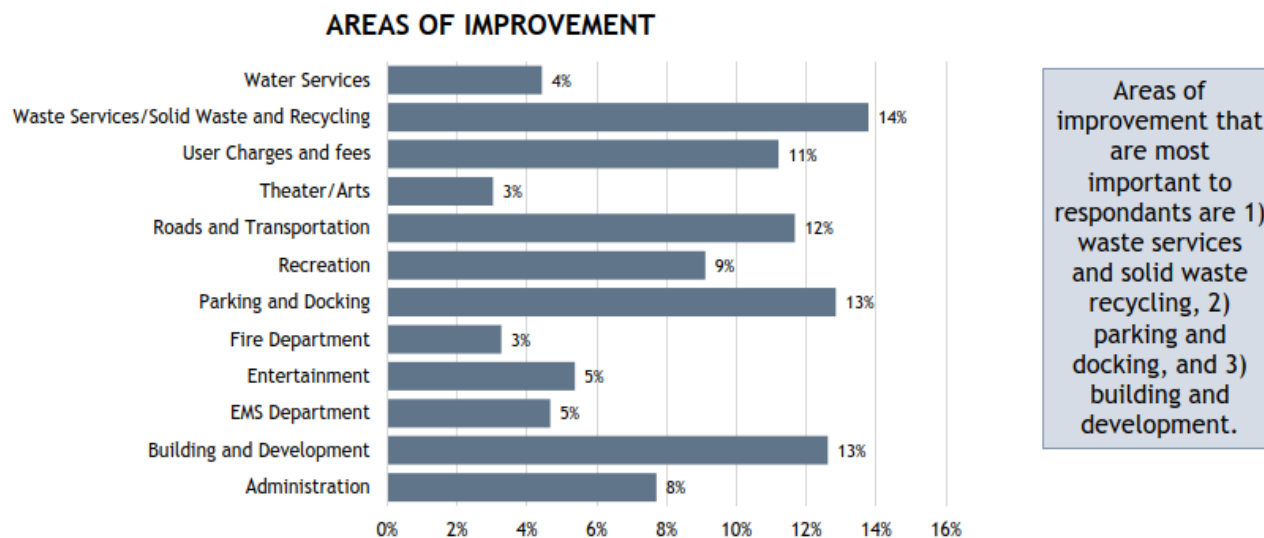


Figure 5 Temagami Citizen Survey

RECOMMENDATIONS

- *Improve operations at waste disposal sites – the Municipality of Temagami should arrange for improved compaction of its sites, either by purchasing specialized landfill compaction equipment or by contracting for this service.*

The payback on this cost has longer lifespans, which will defer the cost of capping a site and applications for expansion.

- *Develop and finalize a Municipal Waste Management Master Plan.*
- *Review the possibility of Contract Dump Attendants becoming municipal staff, and compare to current rates the contract is charging for identical roles and responsibilities. The resulting comparison conclusion may be that the costs are greater to have 2 contract dump attendants compared to having two full time employees with benefits.*
- *Review the frequency of curbside collection –moving away from twice weekly collection to once a week in the off season is recommended.*

- *Review the possibility of introducing a Waste Reduction Program in the Community. The Program would be aimed at reducing household waste via charging user fees for waste generation – for example, the more garbage a household generates, the more it pays for garbage disposal (operating on a per bag or per bin basis).*
- *As part of the Waste Reduction Program, introduce a 3R system – “Reduce, Reuse, Recycle” into the Community, helping households reduce their waste collection costs. The more options households have to reduce their costs, the more effective a Waste Reduction Program will be.*
- *Consider offering a tiered level of service to households – those who produce minimum waste, pay reduced fees. Conversely, households producing higher amounts of waste pay higher fees, up to a maximum determined as part of Service Level Implementation and Formalization exercise.*

This tiered service, in its simplest form, can be tracked and measured by a “charge-by-bag” model. In its more advanced model, carts can be tracked by a Radio Frequency Identification tag (RFID), which links customer cart sizes to the customer account.

The most common other tracking mechanisms of Municipal Waste Management tiered programs are:

- **Variable Cart Number/Size:** *In this system, residents select a specific size and/ or number of containers for their standard collection period.*
- **'Bag and/or Tag-a-Bag':** *Customers purchase bags, either at convenience or grocery stores and / or at Municipal facilities, that are customised with a municipality's or hauler's logo or tags for their garbage bags.*
- **Hybrid Programs:** *Customers only pay for waste if they exceed a specified 'base' set-out volume (typically a first cart and/or bag of garbage). Any waste additional to this fixed fee amount is charged on a per cart/bag/tag system, as described above. (This system is a “hybrid” between historical garbage programs and the new incentive-based approach, and minimizes billing and collection changes.)*

- **Weight-Based:** *With this method, disposal cans or carts are weighed by retrofitted collection trucks, and the customer is charged based on the weight of waste collected. This system is more equitable, and tends to provide a strong diversion incentive. Some studies have shown that weight-based systems can decrease waste disposed by up to 20% more than volume-based.*
 - **Set-Out Systems:** *Customers only set-out their carts when they have waste/recycling/composting that needs to be picked-up. They are charged a set fee for pick-up only if they set-out their cart or bag for collection.*
 - **Other Variations:** *Waste drop-off programs, charging by the bag, punch cards or other customer tracking systems are also being used in some communities, particularly rural areas.*
- *Institute financial penalties for the illegal dumping of waste, as a mitigating factor, in the event waste generation user fees are introduced.*
- *Review the possibility of contracting out garbage collection to a third party:*
- *Through consultations, and recommendations outlined in the "Establishment and Formalization of Service Levels" section in this Report, determine what level of service is required from a third-party provider*
 - *Seek out competitive bids (via a formal RFP process), based on pre-established requirements criteria*
 - *Select a provider and prepare a case for Council on whether or not to contract out*

RECOMMENDATIONS



ORGANIZATIONAL DESIGN & HUMAN RESOURCES PRACTICES

Municipality of Temagami

Final Report – Service Delivery Review



ORGANIZATIONAL DESIGN REVIEW & HR PRACTICES

From the consultations with Council and staff, the desire for improvements in the organizational structure was strongly evident. The lack of specifics and clarity of roles and responsibilities within the municipality's organizational structure supports the reconsideration of the municipality's organizational design.

Follow-up on past Organizational Design Review. Finalize job description review. Review updated job descriptions vis-à-vis the existing pay structure and existing HR policies and update accordingly.

STRUCTURE, PEOPLE, PROCESS

KEY FINDINGS

The organizational structure of the Municipality of Temagami is built upon 7 direct reports to the Municipal Treasurer / Administrator. The Treasurer / Administrator position was a result of a completed 2018 Council process to hire a Treasurer / Administrator to combine the position of Chief Administrative Officer (CAO) and the position of Treasurer. In 2019, as an outcome of the 2018 process, further changes to Temagami's Municipal staff administrative functions were proposed. These changes included titles and responsibilities of certain positions, intended to reduce the confusion in the functions of these positions, as they were part of various legislative requirements.

ORGANIZATIONAL STRUCTURE PERSPECTIVES

The organizational chart is the most seemingly powerful communications vehicle around. It also carries emotional weight, because it defines reporting relationships that staff might agree with or otherwise. However, a hierarchy, particularly when changes in the organizational chart are made in isolation from other changes, tends to revert to its earlier equilibrium. Leaders can significantly remove management layers and temporarily reduce costs, but all too soon, the layers creep back in and the short-term

gains disappear. In many cases, municipal leaders know that their current organizational chart doesn't necessarily capture the way things get done—it's at best a vague approximation. Yet they still may fall into a common trap: thinking that changing their organization's structure will address their business's problems.

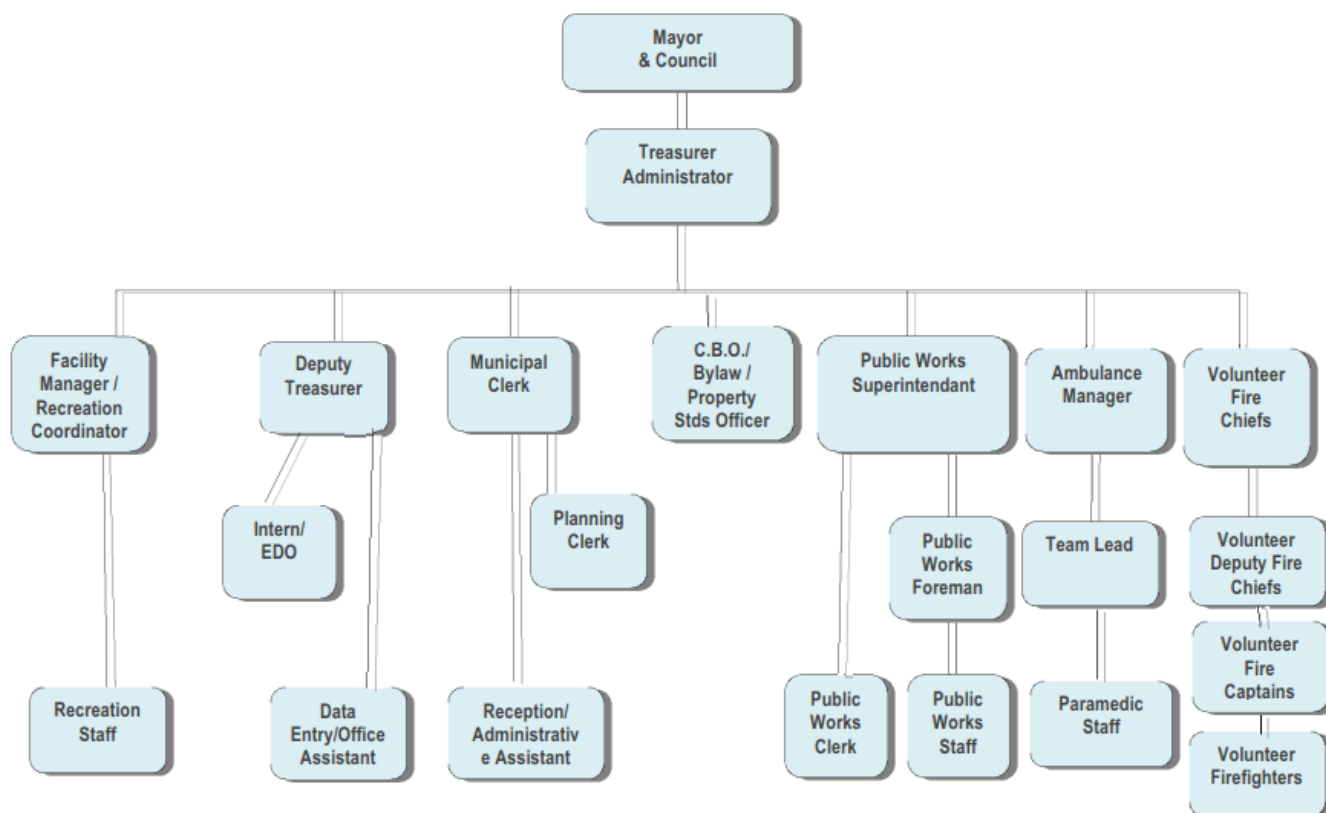


Figure 13. Municipality of Temagami Current Organizational Structure

Individual interviews were held with the Administrative team of the Municipality to ensure our understanding of the Organization, Municipal services, operations and general processes. Information related to historical background related to the current Municipal structure, job functions, staffing, roles and responsibilities and performance was discussed and reviewed in order to understand alignment of roles and responsibilities, specific job functions, job requirements and staff qualifications. In addition, topics related to utilization of existing services, staff- and role-related outcomes were covered and outcomes analysed.

CURRENT SITUATION

Following the 2018 review and the implementation of changes related to combining the positions of Chief Administration Officer and Treasurer, a comprehensive review of how this amalgamation of positions would affect other roles was not performed, resulting in lack of clarity in certain positions' roles and responsibilities, and inadequate segregation of duties within certain roles. In addition, since 2018, Temagami's full time

employee count has been reduced, to what is now 1.5 employees less compared to its fully operational levels.

A formalized job description review process has not been completed and job descriptions that have been modified have not yet been reviewed and finalized; job evaluation questionnaires have also not been completed as part of the job evaluation / salary review process. Moreover, a formalized Council self-review process is lacking, though an Organization-wide Performance Evaluation form does exist. Staff are eligible for overtime pay and are able to bank up to two weeks in a "lieu bank". Overtime and banked hours are tracked through Advance Tracker. A manual reset and / or adjustment to overtime tracking is required at the beginning of each year. The other HR and Payroll systems in use are Payweb (from NEBS Payroll Service) and Vadim Software. Advance Tracker is integrated with Payweb, and a further investigation is required to determine if Advance Tracker can be integrated with Vadim Payroll. Presently, a journal entry is required to record payroll to general ledger.

During our consultation process, the interviews and document analyses revealed that there may be a desire to change the overall number of municipal staff, however, the understanding of the different job function requirements, as well as the insight required to determine the most optimal ratio of the number of staff to number of projects and other required job functions, is very limited. A more formalized process for Succession Planning is required, as, at the present time, it is very reactive, at best. Employee turnover is not a major issue, however, considering employee ages and years of service, as the average age within the core municipal Administrative team is over 45 years old.

Performance Management and Evaluation programs and processes for the Municipal staff are insufficient to support the current structure, and require further development. There is a Performance Review policy in place, however, due to several changes in structure over the last few years, the Policy not been followed. The current organizational design is lacking the fluidity and solid processes for effective decision-making.

Staff reductions are not recommended at the present time, especially in light of all of Temagami's current strategic initiatives and plans, as well as the desire for the Municipality to retain and attract population and businesses. Rather, we strongly recommend a proper review of current requirements and future strategic direction against all existing roles and responsibilities and the determination of gaps in position requirements and descriptions. Current processes and policies also require a review in the context of the Employment Standards Act updates and best practices in this specific area. A review of type should most optimally be conducted at the early stages of the job description analysis and completion.

RECOMMENDATIONS

- *Review of Organizational Design Best Practices for Municipalities (refer to Figure 14 below)*

- Review the Employment Standards Act and pertinent updates to determine applicability to the current organizational structure, roles, responsibilities and processes.
- Review current organizational requirements and future strategy to determine functional and position requirements.
- Finalize key decisions related to Economic Development, Recreation, EMS (Fire), Waste Management and Roads / Infrastructure, as they relate to the future organizational structure/staffing requirements.
- Complete job up-to-date job description reviews, clearly defining roles and responsibilities for each position, appropriately segregating duties and functions and defining position performance standards.
- Review and compare similar positions and pay structure of similar to Temagami municipalities.
- Conduct salary evaluations and assessment for each administrative position, including pay bands, pay grades and rating of positions vs. salaries.
- Establish Succession Planning processes and practices, considering current and future vision of the Municipality.
- Establish a formal performance evaluation process, including mid-year and an end-of-year reviews. This would include goal-setting and formal performance measurement practices.
- Review the current overtime and time-bank practices and determine a method to digitize and automate these practices.
- Review existing corporate systems to determine if they can support the future structure and processes.
- Investigate all options related to the integration of Advanced Tracker, Payweb and Vadim Accounting System. As all three of these systems have partnered with HR Systems Strategies Inc., an overall integration solution, including component customization, should be investigated and implemented (pending successful investigation).
- Formalize the current overtime tracking and payment practices (utilize a formal system).
- Introduce a self-assessment process for Council to analyse and assess their performance. The Assessment would contain the **Councillors Checklist** intended to provide a snapshot of how well the council is functioning, in the spirit of building a stronger municipal organization. The results of the Checklist may be confidential if that is the Council's wish. The findings will only provide a general perception to Council members regarding council's effectiveness.

The completion of this Checklist may help to inform Council and Administration where additional attention is required in order to support a strong and stable environment for conducting the municipality's business. If individuals are uncomfortable sharing their views through this checklist, a consideration to having everyone involved in managing the Municipality (council and senior staff) complete the checklist on their own time, and without putting their name on it leave completed checklists in a drop box for tabulation by administrative staff. The steps of the self-assessment would include the following:

Step 1: Council members (and/or) senior staff are to rate how they perceive that the Council as a whole is performing in relation to each statement below.

Proposed Rating Scale: Strongly Agree (5); Agree (4); Neutral 3); Disagree (2); Strongly Disagree (1); Don't Know (0)

SAMPLE COUNCIL SELF ASSESSMENT QUESTIONS, RATING SCALE AND UNDERSTANDING OF SCORE:

Statement	Rating 0-5
1. Council's orientation of newly elected councillors satisfactorily prepares them to understand their authority and to undertake their responsibilities.	
2. Council is actively involved in developing clear goals and action plans to pursue the direction and priorities of the corporation (e.g. resulting from items such as strategic plans or business plans).	
3. All council members understand the municipal corporation's mission and the programs and services it provides.	
4. Council members demonstrate commitment to the municipality's mission and goals.	
5. Council has an effective process for evaluating the performance, and supporting continuing professional development, of administrative staff.	
6. Council has approved detailed policies to guide the administration in addressing all matters related to municipal staff.	
7. Council members demonstrate a clear understanding of the role of the administrator versus the role of council members.	
8. The Municipality's resources are used efficiently (good value for dollars spent).	

9. Council receives and fully understands regular reports on finances, program/service performance, staffing and other important matters.	
10. The council has credibility with ratepayers and other key stakeholders (e.g. staff, community, funders).	
11. The structure of the municipality's committees and officer positions (e.g. reeve/mayor, deputy, returning officer, signing authorities, etc.) is clear to all council members.	
12. Conducting the business of the municipality works well because it is not impaired by personal disagreements between council members.	
13. Council members have a respectful and positive working relationship with the administrative staff.	
14. Council is well prepared to manage any crisis that could reasonably be anticipated within the corporation's day-to-day business activity and the municipality as a whole.	
15. Council uses productive decision-making processes in meetings (e.g. time is used wisely, items are dealt with so that they don't keep coming up unresolved, council's decisions are effectively implemented, agenda items focus on council member responsibilities, factual information is available to the extent possible).	
Total of the 15 items	
Overall Score: (Total divided by 15)	

Step 2: All councillors and administrator may wish to complete the check-up as well. Then have all completed checkups compared to come up with the average score from all Council members. This may assist council to focus on areas that may require attention, and clarify where individual perceptions differ.

Step 3: Understanding the overall score:

5	Excellent job.
4-5	A highly competent council.
4	Very well. Council is quite competent.
3-4	Council does many good things but may also be struggling in a few areas that may require attention.
3	Needs work. Develop an action plan to improve council's policies, procedures and business planning.
2-3	Council may be doing a few things reasonably well and other things very poorly. Consider consulting with other councils and organizations to learn how to address specific areas of concern.
2	Serious challenges. Council may wish to consider a complete review of its operation and implement a process to make improvements.

1-2	<i>This score means that most of the ratings strongly disagreed with the performance of council. Concerns may arise regarding potential liabilities of council not performing its legal responsibilities.</i>
1 or less	<i>Non-performance. Ratepayers and other key stakeholders are likely to be expressing concerns and in some instances seeking to intervene and receive attention to council responsibilities. A complete overhaul may be in order.</i>

Best Practices and Implementation Considerations

Organizational Design involves the integration of structure, processes, and people to support the implementation of strategy

9 Principles of Organizational Design – Overview

Organizational Design goes beyond traditional tinkering with lines and boxes. It comprises the processes that people follow, the management of individual performance, the recruitment of talent, and the development of employees' skills.

McKinsey research has identified 9 golden rules for successful Organizational Design. Following the 9 principles of Organizational Design can increase company's capability to successfully overcome organizational design challenges.



Figure 14. The 9 Principles of Organizational Design

Following the 9 Principles of Organizational Design method in a structured approach can increase the percentage of success and generate a greater impact on the company:

- **Focus foremost on long-term strategic goals.** Coming up with more specific goals can provide greater results.

- **Assess the current state of the organization.** A new organizational reality (i.e. Temagami's future Economic Development Strategy) can radically change the scope and numbers targeted in the redesign effort.
- **Take a methodical approach, instead of relying on intuition.** When this is undertaken, a flexible operating model is established with a unique mix of strategy, people, and other assets within the company.
- **Extend beyond the organizational reporting structure.** This will allow Temagami leadership to see which part of the Organization is embracing change and which is doing business as usual.
- **Focus on roles first, then on people.** When this happens, Organizations get to expand the number of people involved in placing talent, accelerate the pace, and increase the level of rigor and discipline.
- **Identify the requisite shifts in mindset.** Momentum is sustained when mindsets are shifted towards creating greater value.
- **Establish KPIs for short- and long-term success.** Key Performance Indicators (KPI) measure the long-term impact of changes made. When these are established, companies can better track performance, new innovations, and effective allocation of resources.
- **Management should adopt direct and personal communication.** Establishing a two-way communication opens opportunities for employees to be informed of changes the company will undertake.
- **Develop a plan to manage transitional risks.** Clear Municipal leadership accountability for developing and executing risk mitigation plans is important. In fact, it should be built-in in the regular appraisals of managers.
- **The rate of success in effecting Organizational Change is greater as more principles are applied.** Municipalities with an in-depth understanding of the 9 principles are more likely to apply more than 6 principles. These are the organizations that are more likely to declare victory in gaining greater results in Organizational Design.

RECOMMENDATIONS

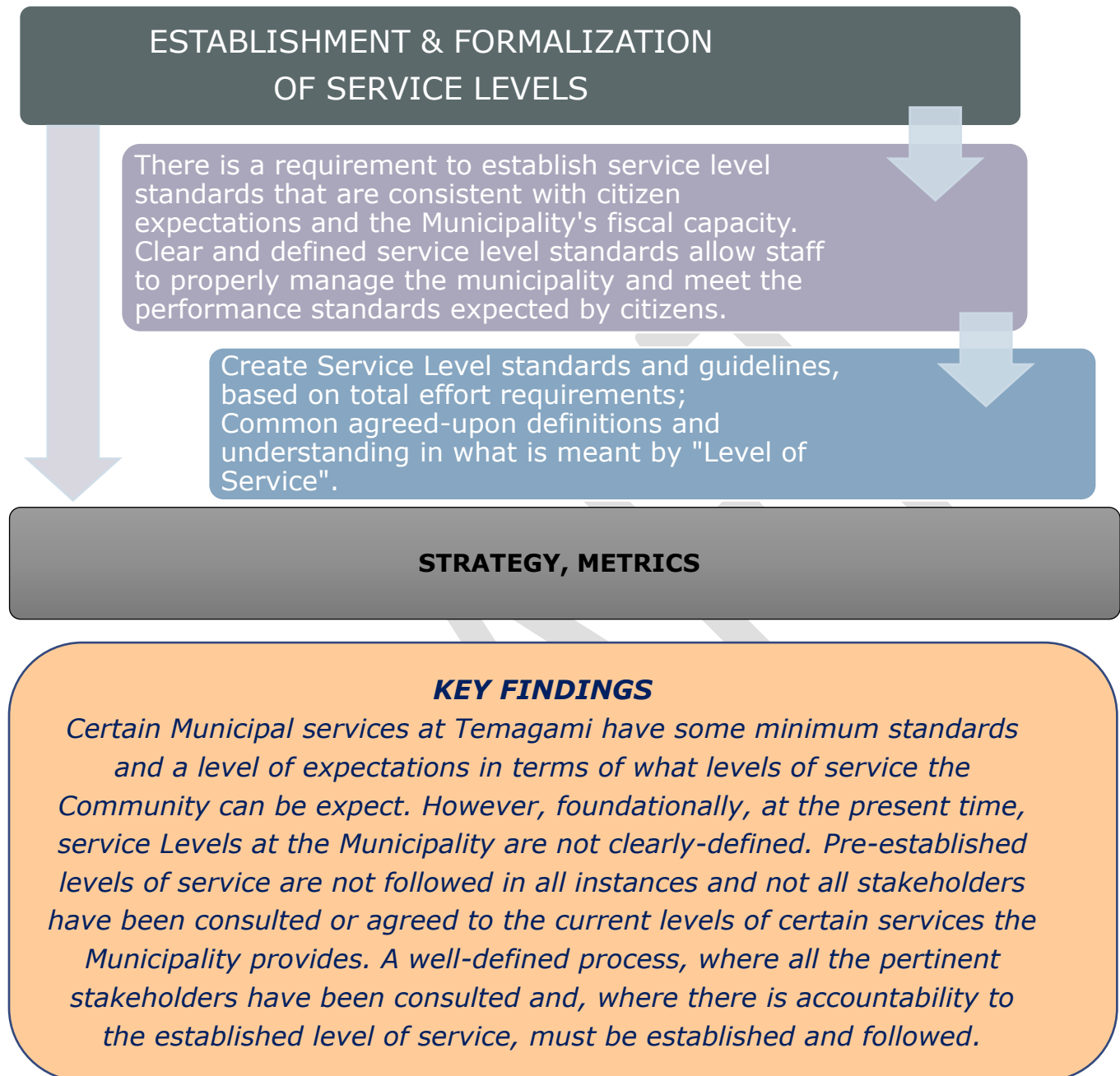


ESTABLISHMENT & FORMALIZATION OF SERVICE LEVELS

Municipality of Temagami

Final Report– Service Delivery Review





An understanding of the levels of service provided by a municipality is required in order to effectively deliver services using municipal capital assets. Capital assets are only in place to deliver identified services to the Community. Therefore, municipal staff and Council should have a strong understanding of the service levels expected by the community, while also taking into consideration what service levels are affordable. Although the community desires for service level can limitless, what the community is willing to pay for is often less so. Through the Level of Service Assessment, community needs and expectations are considered, and also measure against the cost and the willingness to pay.

SERVICE LEVEL ASSESSMENT OBJECTIVES

Service Levels usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost.

Service Level assessment can be used to:

- *Inform citizens of the proposed level of service to be offered*
- *Develop asset management strategies to deliver the required level of service*
- *Measure performance against defined (current and desired) levels of service*
- *Identify the costs and benefits associated with the services offered, and*
- *Enable citizens to assess the suitability, affordability, and equity of the services offered.*

The outcomes from Service Level Assessment not only benefit the asset management process. They can also benefit other Municipal processes, such as strategic planning, economic development, budget development and approval process, among others.

LEVELS OF MATURITY – SERVICE LEVEL ASSESSMENT

One of the key questions to ask when determining the most optimal level of a particular service is: What process was followed in developing the level of service analysis? The reason for the importance of this question is the definition of "level of service". If a certain level for a specific service is defined, then the expectation that this service will be performed within the frame of that specific definition. That is why agreeing on common definitions is critical.

The length and complexity of the process for the establishment of appropriate levels of serviced depends on the maturity level of the Municipality, as well as its size. Smaller municipalities will typically undertake a Service Level Analysis for significant to that municipality departments only, however, the analysis is undertaken taking into consideration the public input. Both internal organizational objectives and external pressures should ideally be addressed through the assessment.

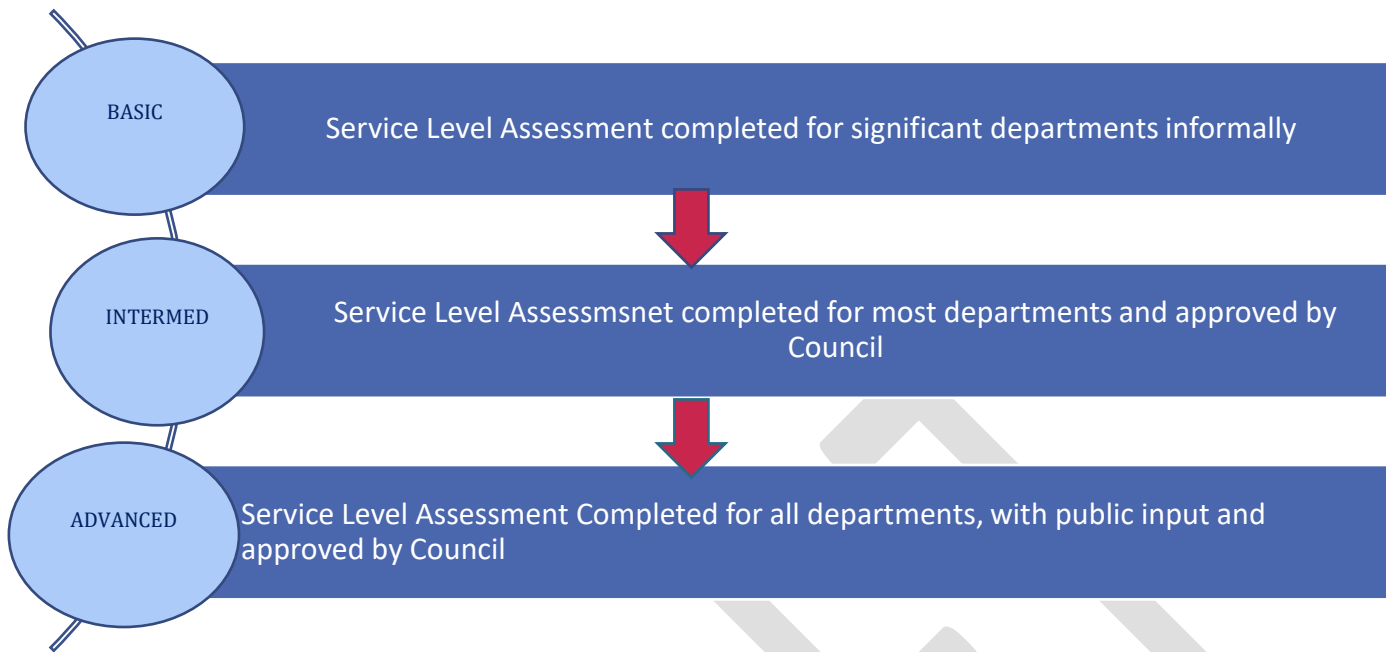


Figure 15. Service Level as a Function of Organizational Level of Maturity and Size

At the Basic organizational level of maturity, the Service Level analysis is likely completed for significant departments only. The process is usually conducted informally by a group of staff through workshops, meetings, or similar types of activity. The analysis may be undertaken at a more basic level, and is primarily being undertaken due to the external pressures of having a Service Level component within the organization's asset management plan. Staff should ensure Council endorses the Level of Service propositions put forth by the Municipal staff, even if done so indirectly as part of their endorsement of the overall asset management plan.

At the Intermediate level of maturity, the Service Level analysis will now be completed for most departments that provide services. With most departments included in the analysis, representatives from each department provide input in the process. Staff complete a detailed Service Level analysis, ensuring both internal organizational objectives and external asset management pressures are addressed. Council should directly endorse the Service Level analysis by specific recommendation, either as part of the asset management plan endorsement, or through independent report(s) completed as part of the overall asset management process.

At the Advanced level of maturity, staff will undertake a detailed Service Level analysis for all departments that provide services. Input from the public is sought through the use of workshops, public meetings, and/or surveys. The Service Level analysis is undertaken taking into consideration the public input. Both internal organizational objectives and external pressures should be addressed through the Service Level analysis. Council should directly endorse the Service Level analysis by specific recommendation either as part of the asset management plan endorsement, or through independent report(s) completed as part of the overall asset management process.

FACTORS AFFECTING LEVELS OF SERVICE

A number of factors may affect the level of service delivery for a particular asset type. An organization's policy objectives, community expectations, legislative requirements, and resource constraints are some of the factors that generally influence the level of service:

- **Community Expectations:** This factor represents one of the major drivers in setting levels of service. Information is needed about the community's expected level of service and willingness to pay for this service. A balance then needs to be determined between that expected level of service and its associated costs.
- **Legislative requirements:** Legislative standards and regulations affect the way assets are managed. These requirements stipulate the minimum levels of service. Therefore, relevant requirements must be taken into consideration in setting levels of service.
- **Policies and objectives:** Existing policies and objectives should be taken into account when developing levels of service, with care taken to remain aligned with an organization's strategic planning documents.
- **Resource availability and financial constraints:** These constraints play a large role in an organization's ability to provide sustainable levels of service. Therefore, resource constraints play a significant part in determining affordable levels of service.

RECOMMENDATIONS

1. Conduct a Gap Analysis between current and expected service levels (see Figure 9).
2. Develop an Action Plan, resulting from a comparison/Gap Analysis (Step 1), as illustrated in the following sample:

Service	Strategic Service Level Expected	Current Service Level	Action Plan
Roads	Safe, reliable roads with adequate capacity	Roads require maintenance, with extensive levels of rehabilitation required	Development of Temagami Roads rehabilitation program
Recreation	Adequate quantity and quality of recreation facilities	Underutilized arena; limited Recreation planning activities	Development of Recreation Strategy
Waste Management	Responsive and efficient solid waste collection system	Waste Management Strategy requires improvements	Development of New Waste Management Strategy

Figure 16. Sample Service Level Action Plan

3. Combine elements of Service Level as a Function of Organizational Level of Maturity and Size (Figure 15) to obtain the following:

- a) Obtain required information on current service levels offered by the Municipality.*
- b) Obtain Council perspectives to ensure the process is a collaborative effort.*
- c) Obtain input from Temagami citizens / community on understanding their perspectives and requirements, as they relate to current issues and future improvements in Municipality's service levels.*
- d) Review and gain an understanding of key Service Level drivers.*
- e) Develop key service level criteria based on drivers.*
- f) Connect service levels and strategic plans/outcomes.*
- g) Review service quality gaps (from consultations in b).*
- h) Establish a roadmap for service level review process.*
- i) Establish criteria for period service level reviews.*
- j) Communicate outcomes.*

RECOMMENDATIONS



DIGITAL STRATEGY & ONLINE PRESENCE

Municipality of Temagami

Final Report – Service Delivery Review



ESTABLISHMENT OF DIGITAL STRATEGY & ONLINE PRESENCE

Citizens are increasingly preferring to conduct their business with municipalities through an online mobile channel. The traditional model of municipal services delivered through phone, in-person, fax and/or email is being displaced by the convenience and speed of on-demand online services. The Project Team identified an opportunity to expand and fully optimize Temagami's online presence.

Develop a comprehensive Municipal digital strategy, starting with Broadband services. By moving transactional type service delivery on-line, it would allow staff to increase and measure the level and quality of customer service for citizens and speed-up processing and response times.

STRATEGY, PROCESS, METRICS

KEY FINDINGS

Currently, with the exception of online bill payment (see figure 10 below), the Municipality does not offer any other online services. One of the main contributing reasons for the Municipality's lack of digital presence is its poor internet connectivity and/or lack of Broadband service within the Community. A Community Broadband Assessment was completed at the end of 2019, however, its recommendations have not been implemented. The Municipality has been approved to move to the next phase of the CENGN program, which should contribute to speedier Internet in the Municipality.

Pay your Municipality of Temagami bill using your credit card through Plastiq.

Optimize cash flow and **earn card rewards** by paying Municipality of Temagami with your credit card. All done simply and securely.

Here's how:

- 1 Enter your email
- 2 Create an account
- 3 Submit a payment

Municipality of Temagami



Payment sent via direct deposit to:

Temagami, ON

GET STARTED



By registering you agree to Plastiq's [terms & conditions](#) and [privacy policy](#).

All Cards *2.85% or Less

[Some Restrictions Apply](#)

Figure 16. Sample - Online Bill Payment Option Offered by the Municipality

"Whether you're at home, at work, or on the road, your phone should be able to connect using LTE, you should have an Internet connection with access to broadband speeds of at least 50 Mbps download and 10 Mbps upload and access to unlimited data", Canada Radio-Telecommunications Commission (CRTC), Government of Canada.

In reality, only 40.8% of Canadian rural communities have the required broadband coverage.

A Digital Strategy aims to improve digital access to municipal services and can provide significant opportunity for municipal governments. This strategy serves as a long-term plan for how a municipality can leverage digital platforms to connect, communicate and engage with each other, with citizens and with other levels of government.

A commitment to an online service is an obligation to understand the citizen and provide a useful interaction. Online services commit municipalities to purchasing, maintaining and regularly updating the systems that power those services and channels.

Gradually digitizing many of its services and data sources presents municipal governments with many potential opportunities including, but not limited to, improving internal workflow processes and efficiencies, enhancing service delivery, and discovering cost savings. However, a solid digital strategy is not possible or feasible

without broadband internet, or at least, a fast, reliable and uninterrupted Internet connection.

According to the CRTC, whether we are home, at work, or on the road, our phone should be able to connect using LTE, we should have an Internet connection with access to broadband speeds of at least 50 Mbps download and 10 Mbps upload and access to unlimited data.

However, many Canadians, particularly those in rural and remote areas, do not have adequate access to these services.

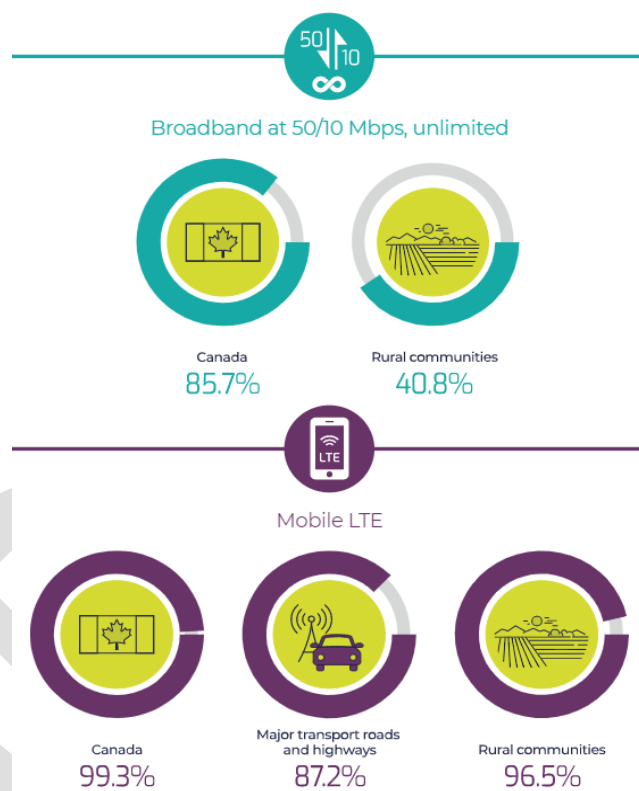


Figure 17. Broadband & LTE Availability in Canada 2019

PROCESS, CULTURE, AND EFFICIENCIES

Internal processes, particularly performed manually currently, are traditionally burdened by large amounts of paperwork can benefit from digital solutions. Overall productivity within a Municipality is improved with proven digital document management. The benefits of going digital instead of relying upon paper-based processes include:

- Efficient management of information by centralizing and storing documents in a database (on the cloud or a physical server). Records can be more quickly searched, accessed, and shared. This could also streamline audit processes if the information is readily available digitally.
- Accessible information at multiple work sites for staff e.g. at home, on the road, etc.

- *Enhanced security by assigning user access credentials.*
- *Verifiable official documents can be authenticated when digital signatures are used.*

Government websites and social media provide a continuous stream of information to the public as well as forums for public participation. Citizens can pay taxes online, register vehicles, procure hunting, fishing, and pet licenses, and communicate via email with elected officials and staff. Many government entities have employed a messaging system that allows citizens to use any smart device to alert officials about everything from dangerous potholes to emergency situations they might witness.

If a municipal government implements a record and data management system, it could see faster response times to internal and external information requests (e.g. FOIP requests, reports to provincial ministries, etc.), cost savings in terms of printing and moving physical documents through mail and/or courier (e.g. planning variance approvals), and a possible reduction of environmental impacts associated with transportation. By using an appropriate data management system, municipal governments will benefit from improved coordination and access to the right data at the right time.

TEMAGAMI DIGITAL TRENDS

The majority of Temagami residents who participated in the Municipal survey identified Improvements to Communication, particularly via the Municipal website as one of the key service improvements the Municipality needs to consider. Most of the improvements to existing and introduction to new services foundationally requires consistent and reliable Internet availability, stability and accessibility, which can be made possible via dedicated Broadband Internet.

The Municipality is in its second year of Vadim Payroll implementation. There are still some "bug" - related issues with the software that need to be resolved. With these issues resolved, payments can be accepted through individual accounts, which can be password-protected. Credit-card payments are not accepted, due to the fees associated with them. Due to the ease and availability of online banking and debit transactions, the Municipality may not need to implement credit card payment and avoid paying the fees associated with credit card usage (usually between 2-4%).

STAKEHOLDER ENGAGEMENT

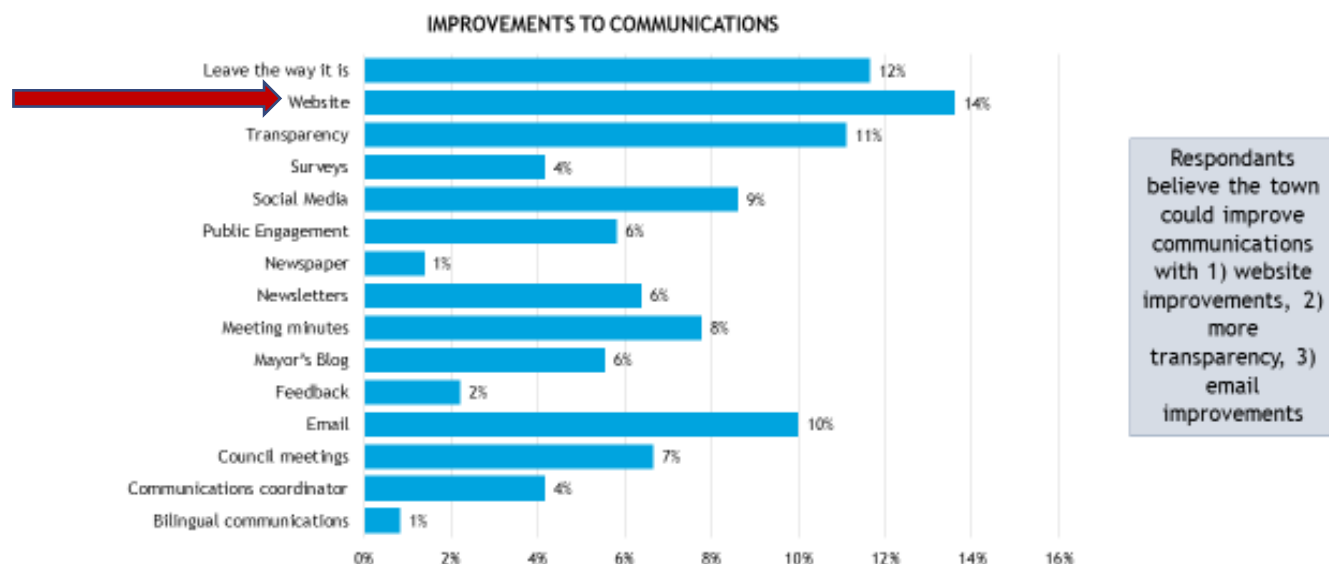


Figure 18. Temagami Municipal Survey - Improvements to Communication Results

Municipal broadband is a public Internet service provided by a community to its residents. Infrastructure is typically invested in by the local government, and is an alternative to "Big Telecom's" privately-owned networks. With Municipal broadband services, when internet is treated as a public utility like gas, water or electricity, it can help residents find jobs, do homework at home more easily and connect easier to new technologies. The most compelling reason to treat it as a public utility is to ensure equitable access for all, regardless of neighbourhood, to help address the digital divide.

Municipal broadband stimulates the local economy by attracting and retaining small businesses, while cutting their expenses and enabling them to compete with global enterprises, and creating employment. Furthermore, all generated value remains within the community itself through spending or reinvestment, instead of flowing out toward distant head offices.

In terms of the public good, municipal broadband promotes universal Internet access, particularly in low-income or rural communities that are underserved or passed over as insufficiently profitable by private Internet providers. Municipalities taking up the broadband slack recognize that Internet access is now an essential service in every sense of the term, and should not be left to private enterprise alone.

Municipal networks provide the robust access necessary for job growth and economic development



Locally owned networks are committed to local success



Fiber utilities can drastically improve utility efficiency and cost savings



Figure 19. Benefits of Municipal Networks

Municipalities use a variety of funding methods to build broadband networks. Most use funding mechanisms without direct taxpayer dollars. One of the funding avenues available that is among most suitable funding options is the Canadian Government Broadband Fund. The Fund is intended to benefit those in rural and remote areas. The policy outlining the Broadband Fund and the criteria is Telecom Regulatory Policy CRTC 2018-377. A sample of municipal projects that funding will be provided for is below:

Project Type	New or upgraded...	Benefits
Transport Projects	... broadband Internet transport network capacity to one or more interconnection points	<ul style="list-style-type: none"> Provides higher capacity in speeds, better quality of service, and greater data allowance for underserved communities. Results in better Broadband Internet access service, better service packages with higher speeds and data allowances.
Access Projects	... fixed broadband Internet access network infrastructure to connect communities to an interconnection point on the transport network	<ul style="list-style-type: none"> Provides many social benefits including new ways to provide education to Canadians, deliver quality health care, access and distribute information, find employment, access governmental services and participate in democracy. Facilitates economic benefits such as the development of inventions and new goods, different services, innovative processes and business models.

Project Type	New or upgraded...	Benefits
		<ul style="list-style-type: none"> Increases economic competitiveness.
Mobile Wireless Projects	<i>... mobile wireless network to communities and/or along major transportation roads</i>	<i>Positive impacts on Canada's public safety such as emergency calling and first responder connectivity especially in communities and on highways that do not have access to mobile wireless services.</i>

RECOMMENDATIONS

1. Review and assess the possibility of developing a Municipal Broadband service by the Municipality.
2. Submit an application for the Canadian Government Broadband Fund (as outlined above. Criteria for the Fund is outlined as part of Telecom Regulatory Policy CRTC 2018-377).
3. Conduct a Community survey specifically targeted at further exploring the outcomes from the Temagami Municipal Survey conducted as part of the Service Delivery Review project; determine what digital services citizens want to see become available online.
4. Review Canadian Municipal "Digital Inclusion" strategies and best practices, including citizen engagement and collaboration, transparency and knowledge-sharing within Community. Among these strategies, consider the concept of "crowdsourcing" whereby governments issue an online call for suggested solutions to particular problems and, in some cases, acknowledge and / or reward those who come up with the best solution.
5. Following a decision made as part of Recommendations 1 & 2 (above), should an application for Federal funding be unsuccessful, revisit the Community Broadband Assessment Report and highlight priority implementation areas, with considerations to budget and ease of implementation, and taking into consideration future Economic Development Strategies, online security and Tourism expansion possibilities.

RECOMMENDATIONS



EMS – FIRE DEPARTMENT OPERATIONS

Municipality of Temagami

Final Report – Service Delivery Review



EMS - FIRE DEPARTMENTS OPERATIONS

Requirement to revisit existing services to determine if a new service arrangement related to service-sharing and / or an amalgamation of the Marten River and Temagami Fire Departments will result in an opportunity for greater efficiency in the deployment of emergency services and reduction of volunteer burn-out

Review the capabilities and operations of each Fire Department and determine "who does what" and what the nature of each department's core business is. Determine what services are required and mandatory and provide a recommendation for a future direction of both fire departments.

STRATEGY, STRUCTURE, PEOPLE, PROCESS, METRICS

KEY FINDINGS

There are two Fire Departments that have very limited collaboration or streamlining of operations, which creates a number of inefficiencies.

No assets are shared between the departments and within the apparatus and both departments operate on different operating guidelines. The equipment used by each department is distinct, however, if it's a major scene, both departments respond together. The Marten River Department does not have office personnel, while the Temagami Fire Department does. There are 12 volunteer staff serving as part of Temagami Fire Department, and 20 as part of Marten River department. Recruitment and retaining of volunteer firefighters presents an on-going challenge.

While the Community population size, area and use vary amongst both communities, the functions performed by Marten River and Temagami Fire Departments include many of the same components:

- *Fire Inspections/Fire Prevention, performed by request or following a complaint*
- *Fire Investigations / Fire Cause Determination (performed by the Fire Marshalls office)*

➤ *Public Fire Safety Education*

There is a Fire Hall in Temagami (proper), and another Fire Hall in Marten River. Each Department has its own Fire Chief. The Marten River Fire Department's area of responsibility includes five townships within the district of Temagami and five townships outside of it. Both departments use a volunteer contingent of staff.

Temagami Fire Department

The Temagami Fire Department has 12 members on its roster, as per its 2019 Annual Report. In 2019, the Temagami Fire Department was activated a total of 24 times. The total fire loss for the same year is \$750. The average turn-out time (the time it takes for the first fire truck to respond) is 5 minutes. The most frequent response type is Fire-related activations (11), followed by Motor Vehicle Collisions (4), Alarm Activations (5), Natural Gas Emergencies (1) and Requests for Assistance (3).

The Temagami Fire Department has a budget of \$104,350, with actual expenditures being \$99,143 and revenue of \$4,882.

Marten River Fire Department

The Marten River Fire Department has 22 members on its roster, as per its 2019 Annual Report.

In 2019, the Marten River Fire Department was activated a total of 32 times. The average turn-out time (the time it takes for the first fire truck to respond) is 13.1 minutes, with Average Distance to Accident being 8.2 km. The most frequent response type is Highway activations (18), including single vehicle accidents (14) and multi-vehicle accidents (4), followed Tiered Medical Response activations (11), Utility Activations (2) and one Fire Activation (1).


The 2019 Marten River Fire Department had a budget of \$90,595.00, with actual expenditures being \$86,887.11 and revenue of \$24,634.

Both departments respond on location to 911 calls. The Marten River Fire Department jurisdictional area begins at a delineation point at 15.1 km South of Temagami.

Members of both departments receive an hourly honorarium for responding to emergencies, attending training and performing authorized department activities.

The Marten River Fire Department has a higher call volume and lesser operating expense. The Temagami Fire Department has a lower call volume and a higher operating cost.

Day-time automatic dual dispatching of both Marten River and Temagami Fire Departments was initiated in 2015:



Year	# Duel dispatch activations	# Incidents where assistance provided
2014	7	1
2015	13	0
2016	11	1
2017	7	2
2018	10	1
2019	4	0

There are many social functions that unite both departments (i.e. fishing days and community events, among others), as well as many cultural components. For the purpose of this report and recommendations, the political climate of decisions related to future decisions related to the future Fire Department is not taken into consideration, in order to keep the neutrality of the writer. The findings and recommendations related to the Marten River and Temagami Fire Departments are intended to be used for future decision-making by the Administrator and Council of the Municipality.

Economies of Scale of Municipal Services

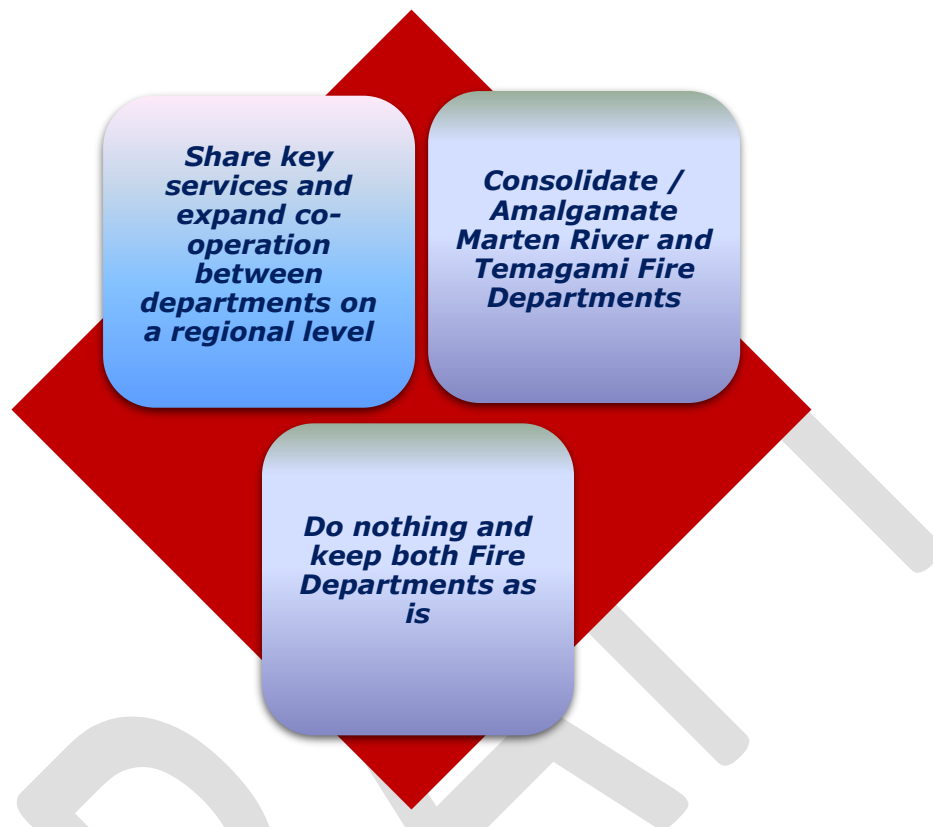
"Economies of scale" is a microeconomics term used to describe an organizational service efficiency that results when there is an increase to service production, and/or a lowering of cost. Economies of scale can be recognized through such areas as group purchasing, sharing of common services, specialization of personnel, marketing, and sharing of technological advances. Best Practice methods dictate that the reasons for inter/intra-departments municipal cooperation include a desire for efficiency of service provision over a wider area, effectively recognizing sub-municipal regions and elastic boundaries.

In order to realize service and financial efficiencies, two recommendation options are presented, with the third option being no changes:

- Consolidation/Amalgamation
- Shared services / Regional Cooperation
- Status Quo

RECOMMENDATIONS

Options for the future of Temagami and Marten River Fire Departments



Option 1: Share key services and expand co-operation between departments on a regional level

Pros:

- Possibility to keep both Fire Departments
- Realize Economies of Scale via sharing key service offerings by both departments / pool resources
- Retained autonomy of each departments and partial control over key services
- The ease to provide services, and the ability to draw resources from both departments
- More resources to handle emergencies
- Consolidation and aligning of fire by-laws and policies
- Dispatching of the closest fire apparatus regardless of municipal boundaries
- Consolidation of certain fleet types
- Improved administrative workload management via shared resources
- Shared Fire prevention and,

- *Expanded public training and education programs*

Cons:

- *Savings may not be immediate*
- *Additional communications and training efforts to ensure safe and effective mutual aid operations*
- *Additional organizational restructure may be required*
- *Existing service toolset may require enhancements*
- *Less independence of each department*

Option 2: Consolidate / Amalgamate Marten River and Temagami Fire Departments

Pros:

- *Centralized command of Fire Department activities*
- *Collaborative and coordinated entity*
- *More resources to handle emergencies*
- *One organization with a single reporting structure and staff*
- *More resources to handle emergencies*
- *Consolidation and aligning of fire bylaws and policies*
- *Economies of Scale via consolidation of assets*
- *Amalgamated Fire prevention and,*
- *Public Education programs, including Fire Smart education*
- *Savings through consolidation and streamlining*
- *Improved administrative workload management via shared resources*
- *Formalization of staff and organizational structure (instead of volunteers)*

Cons

- *Loss of independence via consolidation*
- *A new facility in closer proximity may be required, depending on the location of the newly-created centralized department*

Option 3: Do nothing and keep both Fire Departments as they are

Pros:

- *Two separate departments each covering its own area*
- *Status quo*
- *Retain independent*

Cons:

- *2 distinct organizations, systems and processes*
- *Higher costs, resulting from running two distinct entities*
- *Lack of formal structure and staff*

RECOMMENDATION**Option 2 - Consolidate / Amalgamate Marten River and Temagami Fire Departments (with Option 1 being a close second)**

- 1. Determine and document a list of all services that the Municipal Administration and Council expect of the Fire Departments.*
- 2. Determine the required roles and responsibilities, as well as a new organizational structure required to be in place, as part of one Fire Department.*
- 3. Replace the current Honorarium structure for firefighters and offices with a formalized wage structure, which is based on qualifications and experience.*
- 4. Formalize job descriptions, determine pay bands and solidify future organizational structure; remove "volunteers" and replace with Fire Department staff:*
 - a) Include all future Fire staff in the Municipal HR policy and introduce a Performance Review process for all Fire staff*
 - b) Formally introduce one Fire Department, with one Fire Chief and 2 district chief reporting directly to the Fire Chief, as well as a dedicated Training Officer, reporting to the Fire Chief.*
 - i. The Training Officer would provide in-house training, maintain neutrality and conduct impartial evaluations*
 - ii. Review the possibility of formalizing a contract with North Bay Fire and review the possibility of contract Fire Inspectors with all the required training and expertise*
 - c) Review the possibility of combining and sharing some administrative responsibilities and tasks required to be performed as part of the newly-created Fire Departments' day-to-day activities with other administrative tasks required to be performed as part of other municipal administration duties.*

5. *Create a repository of all assets and equipment; document aging equipment and replacement requirements.*
6. *Revisit the possibility of developing a Fire Smart Community Wildfire Plan, in collaboration with the new Fire Chief, Municipal Administration and Council.*

DRAFT

PERFORMANCE PERSPECTIVES



COMPARISONS TO OTHER MUNICIPALITIES

Municipality of Temagami

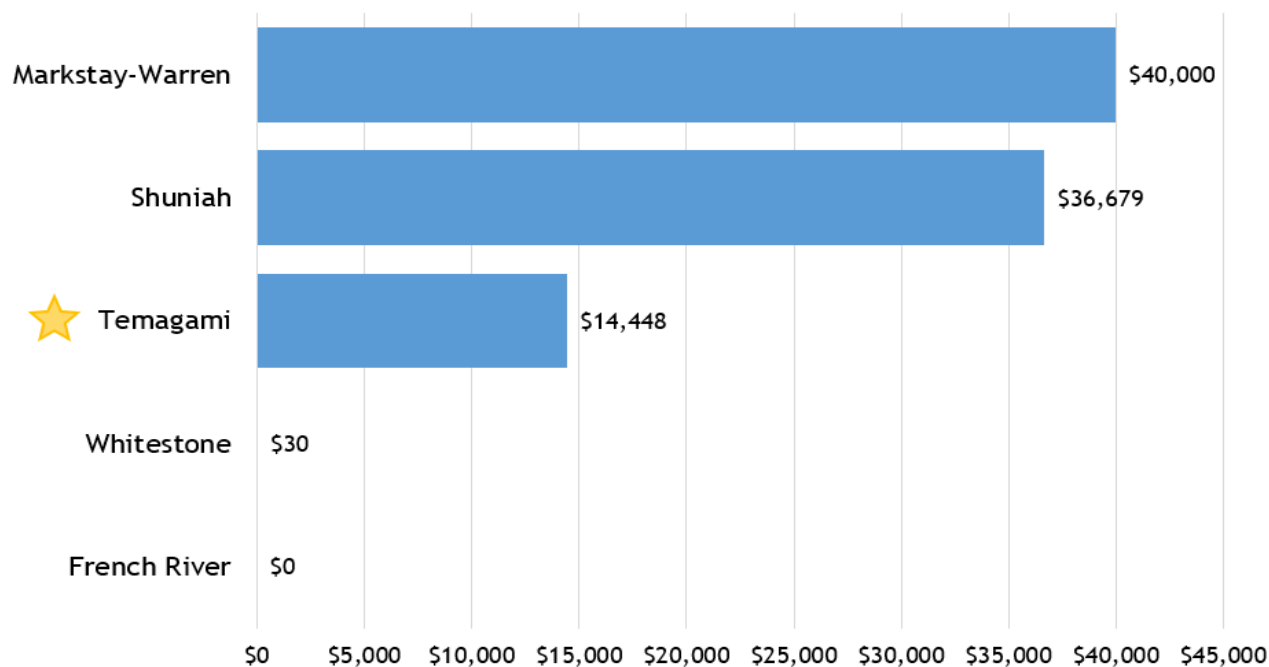
Final Report – Service Delivery Review



Performance Perspectives via Comparison to Other Municipalities

Residential Property Tax Rates (General Levy)						
	Pop. (‘16)	2020	2019	2018	2017	2016
Temagami	802	0.8111%	0.8119%	0.8121%	0.8472%	
French River	2,662	0.8486%	0.8484%	0.8581%	N/A	N/A
Whitestone	916	0.4758%	0.4651%	0.4538%	0.4297%	N/A
Shuniah	2,798	0.6095%	0.6234%	0.6466%	0.6922%	0.7384%
Markstay-Warren	2,656	1.2031%	1.1996%	1.2182%	1.2195%	1.1968%

ECONOMIC DEVELOPMENT REVENUES (2019)



Based on 2019 actuals

Markstay-Warren's revenue is based on receipt of a grant

Figure 20. Economic Development Revenues (2019) by Municipality

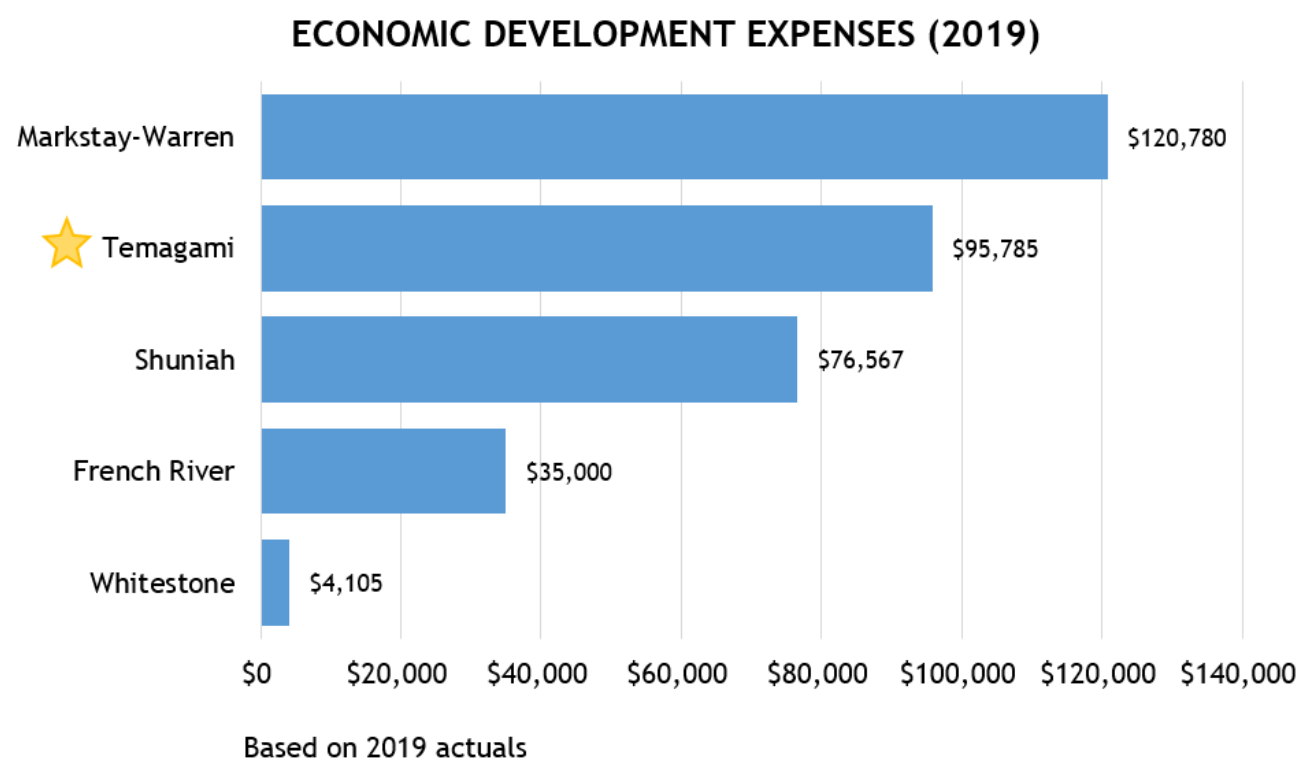


Figure 21. Economic Development Revenues (2019) by Municipality

French River

Economic Development

- *Economic Development Advisory Committee (EDAC) that acts as advisory to council to actively encourage and develop alliances and partnerships with individuals, businesses, governments, and other municipalities through various means that will advance the economic development*
- *Not active*
- *A part of Economic Partners Sudbury East / West Nipissing Inc. non-profit to encourage entrepreneurship*

Tourism

A part of French River Resorts Association representing members of Lodges, Resorts, Cottages, Camps, Campgrounds, Trailer Parks, Tenting, and Outfitters.

2019 Budget (Actual)

Revenues – N/A

Expenses

- *Recreation and cultural services - \$688,397*
- *Planning and development - \$110,052*

Refer to: <https://www.frenchriver.ca/p/business-directory>

Whitestone

Economic Development

- *Create and maintain a spreadsheet to monitor new businesses, and the closing of businesses in the Municipality of Whitestone on a yearly basis.*
- *Promote all demographics and provide a welcoming/supportive environment to all businesses in the community (not just retirees).*

2019 Budget (Actual)

Revenues

- *Recreation - \$22,500*
- *Community development - \$500*

Expenses

- *Recreation and cultural services - \$262,717*
- *Planning and development - \$82,200*

Refer to: <https://www.whitestone.ca/budget-info>

Shuniah

Economic Development

- *Create Shuniah Business Directory on Shuniah website and update regularly*
- *Hiring of Ec Dev officer who will act as liaison between local organizations, businesses and individuals and representatives of government, business, and industry concerning economic development*

Tourism

- *Created a tourism strategy report in 2019, with key initiatives:*
- *Developing and promoting Wild Goose Beach through site improvements, installing signage, promoting on website, organizing community events*
- *Promoting scenic drives as a tourist attraction through signage installation, route designation and approval, promotion online*
- *Creating a "Visiting Shuniah" tourism website and visitor guide*
- *Collecting and measuring tourism data by creating visitor survey and installing car counters at Beach and trails*

Refer to: <https://www.shuniah.org/wp-content/uploads/2019/05/Shuniah-Tourism-Strategy-Report.pdf>

2019 Budget (Actual)

Revenues

- *Recreation & cultural services - \$164,627*
- *Community development - \$500*

Expenses

- *Recreation and cultural services - \$0*
- *Planning and development - \$2,000*

Markstay-Warren

Economic Development

- *A part of Economic Partners Sudbury East / West Nipissing Inc., non-profit organization that is dedicated to creating opportunities for entrepreneurship and to the pursuit of economic growth including business loans and project funding*

Refer to: http://www.economicpartners.com/en/content.asp_id=102.html

Tourism

- *Rink - skating in the winter and a monthly farmers / crafter's market during the summer months*

2019 Budget (Actual)

Revenues

- *Recreation & cultural services - \$78,432*
- *Economic development - \$40,000 (grant)*

Expenses

- *Recreation and cultural services - \$453,780*
- *Planning and development - \$120,780*

APPENDIX A



ROADMAP TO IMPLEMENTATION CHANGE MANAGEMENT

Municipality of Temagami

Final Report – Service Delivery Review



Throughout the Review, it is recommended that whenever any recommendation is implemented, it is done so via the application of the appropriate Change Management techniques to engage staff in change throughout the process and reduce any negative reactions as much as possible. Furthermore, it is our strong recommendation that a Change Champion(s) be appointed within Municipal Administration. This role would be tasked to ensure that changes are appropriately managed, communicated and enforced.

The following steps should be taken to ensure that the implementation of the recommendations is effective and lasting.

1. Confirm proposed organizational structure

The first step would be to confirm the proposed organizational structure, the roles and responsibilities of each of the employees and the documented processes, and internal controls.

Assign a Sponsor and / or Change Management Process Owner(s)

Best practice for effective organizational change is to have an active and visible executive sponsorship. This means that the person accountable for the success of the change take on a key communication and leadership role in explaining the high-level messages about the change in organizational structure including:

- What will the future look like?
- Are there any incentives for employees? If yes, what are they?
- When will this happen?
- What happens if we don't change?
- What do I need to do?
- How will I be supported through this?

2. Develop an Implementation Plan

The next step is to develop a formal implementation plan. The plan may include:

- Clarifying who has decision making authority
- An updated description of the Organization's mission, vision and goals (if applicable)
- The timeframe for changing business processes, organizational roles and the organization structure
- Before and after flowcharts of key business processes
- New organizational charts
- Job descriptions of all members of the Organizations; and
- A strategy outlining the implementation of recommendations for future service improvements

- A plan for filling positions / hiring in the new structure

Proactive Communication

By proactively communicating with employees, questions will be answered before they are asked. By tackling problems before they turn into crises, relationships with employees will be improved and the efficiency of the organization will be enhanced.

3. Management of Change, Expectations and Requirements

When developing management expectations and requirements, it is important to reinforce *WHY* this is important for the Municipality, as well as employees, so that each individual can more willingly participate and contribute to the outcome. Equally important is the Organization's vision of what the future will look like, including how people will work together, what the processes will look like, how long they will take, what the reports will look like, what the system will be used for, what does success look like etc.



Open and Flexible Means of Two-Way Communication

BDO has a well-developed and robust Change Management framework, which illustrates that organizational change is a process that can be managed to increase stakeholder commitment and successful outcomes. This process involves having open lines of communication between staff, employees / stakeholders and citizens.

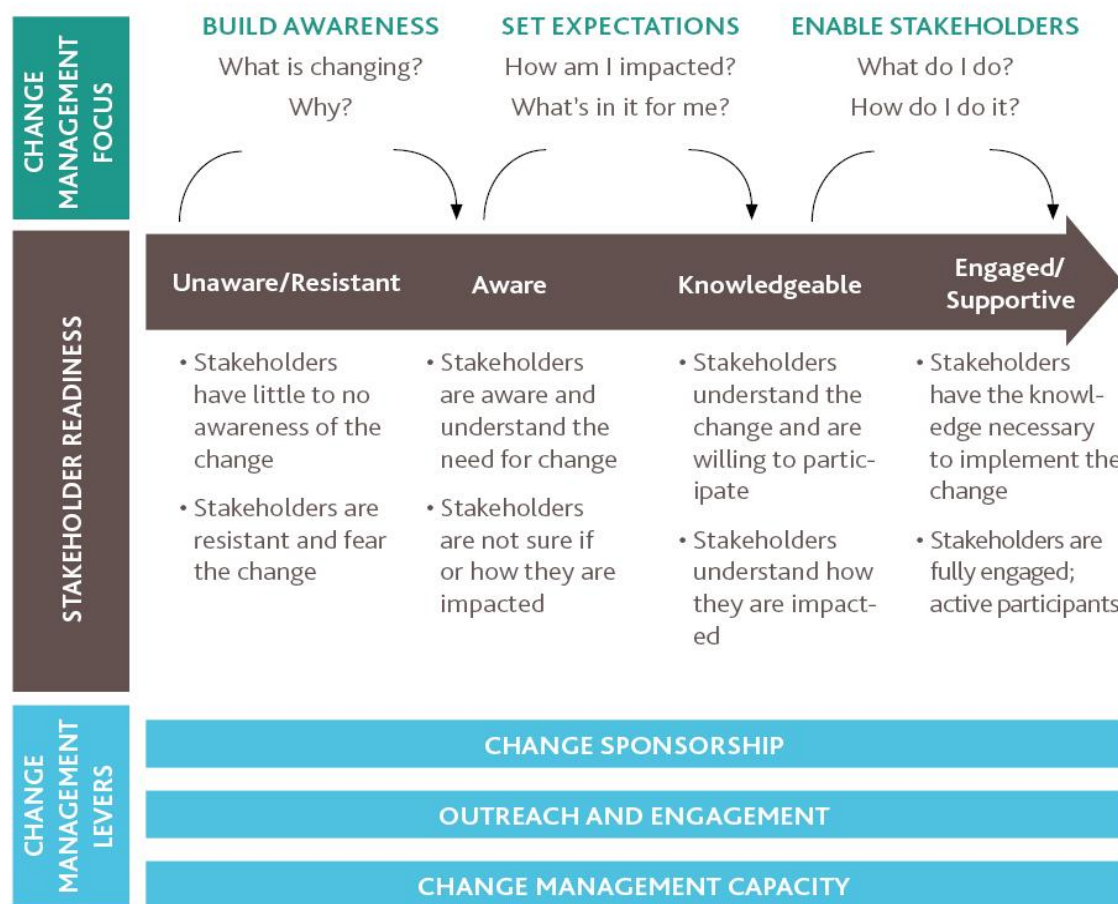


Figure 23. Change Implementation Stages

4. Obtain Feedback and Review Implementation

Best Practice for effective organizational change is to obtain feedback from those involved and review / monitor progress of implementation on a periodic basis.

APPENDIX B



GOVERNANCE BEST PRACTICES

Municipality of Temagami

Final Report – Service Delivery Review



Governance Foundations

Foundations for good governance across any organization requires a balance of various critical quantitative and qualitative components, such as:

- *Accountability*
- *Transparency*
- *Responsiveness*
- *Inclusion*
- *Efficiency*

Each component is designed to maximize the ability to achieve organizational vision within the legal, regulatory, and capacity resources of the entity. Governance structure will look different for a children's sports league as opposed to a multimillion dollar society, and the many variations between. Creating the right balance requires input from key stakeholders and board members, as there is no single best practice template that will work for all entities.

Organization can pull relevant practices from similar organizations and assess the increased effectiveness and reduce risk practices will generate. Organizations used for benchmarks, need not be exact comparisons to improve a governance environment.

Governance Tools

Governance tools are those mechanisms, which can be repeatedly used to generate consistent results or information. Typical tools are the financial systems, calendars, databases, performance management, risk management registries, and strategic documents. Tools are used to ensure that the resources are aligned to drive towards the most efficient and effective path to the vision.

Tools will not guarantee good governance; however, lack of tools will reduce the ability for the organization to be effective, and in some cases, compliant to regulatory requirements. For tools to be effective, they must be understood and used correctly. For example, having a system for financial data will not be effective if reports are pulled and manually adjusted.

Governance Practices

Establishing good governance practices is the most important activity for an organization, as reporting, communication, execution of strategy, decision-making, etc. all depend on the ability to consistently and accurately measure performance. Governance practices include the policies and procedures to guide accountability.

Policies and Procedures

- *Business plan and or strategic positioning document in place to align financial investments against desired results*
- *Financial controls including Municipal Administration review, board review and approval of budgets against defined spending*
- *Accounts payable policy includes thresholds and division of control*
- *Financial record keeping and creation of financial statements are in alignment with PSAS, and accounting practices must be consistently applied year to year*
- *Bookkeeping and internal/external accounting are consolidated without manual adjustments*
- *Procurement policy and practices for goods, services, contracts, or other can be tracked through business plan, budget, and progress/completion*
- *Monthly Accounts Payable, Accounts Receivable schedules, and WIP metrics*
- *Governance dashboard to evaluate and present key metrics (i.e. budget vs actuals, DSCR+DE ration, etc.)*
- *Organizations must include the ability to monitor financial performance in a timely manner to enable effective decision making. Tools such as income statement with budget comparisons, cash-flow reports, targets, bank reconciliation, etc.*

General Public Sector Governance

Benefits to citizens, public, and community, where a principal organization manages the revenue and operations for the benefit of the community, must include a level of transparency to provide assurance that resources are effectively allocated. Government organizations will create and oversee policy and commit to strategic direction, as well as direct the governance framework for any entity or agent working on directed mandates. The entities directed to achieve a specific benefit, must monitor performance based on the government planning and reporting principles.

Organizations established for the benefit of a strategy, service, or utility have a general duty to guide the execution of the strategic direction, and may influence policy-making, strategic planning, and key performance objectives. The principal (i.e. government), will grant entities limited freedoms to execute strategy.

Entities work within the regulation, law, mandate, and other strategic guides to execute effectively, efficiently, with transparency for financial and risk decisions. Effectiveness between organizations is maximized when trust, mission, and objectives are aligned.

APPENDIX C



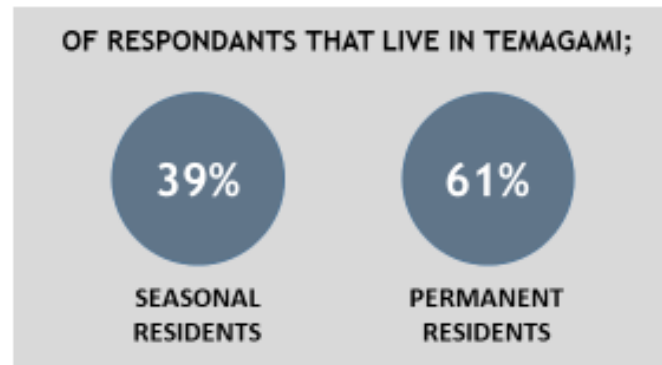
COMMUNITY SURVEY RESULTS

Municipality of Temagami

Final Report – Service Delivery Review

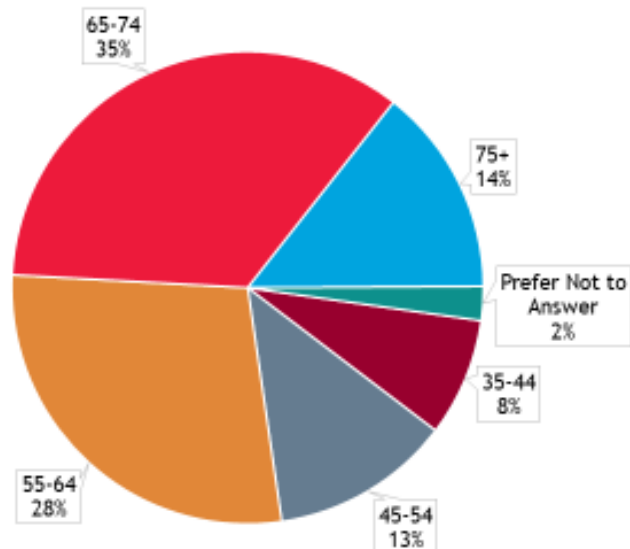


DEMOGRAPHICS

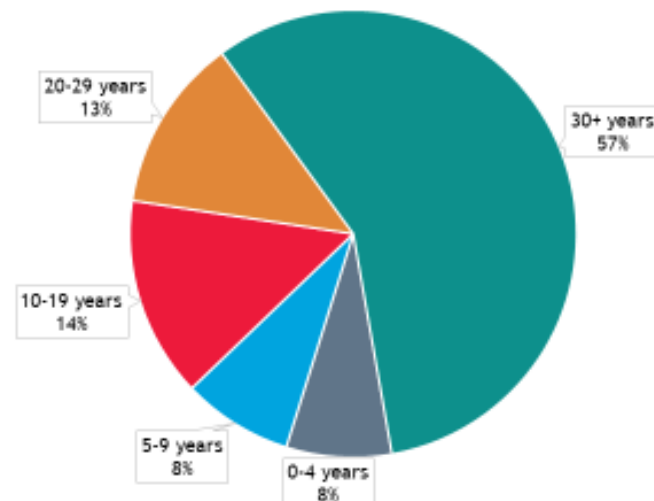


DEMOGRAPHICS

AGE OF RESPONDANTS

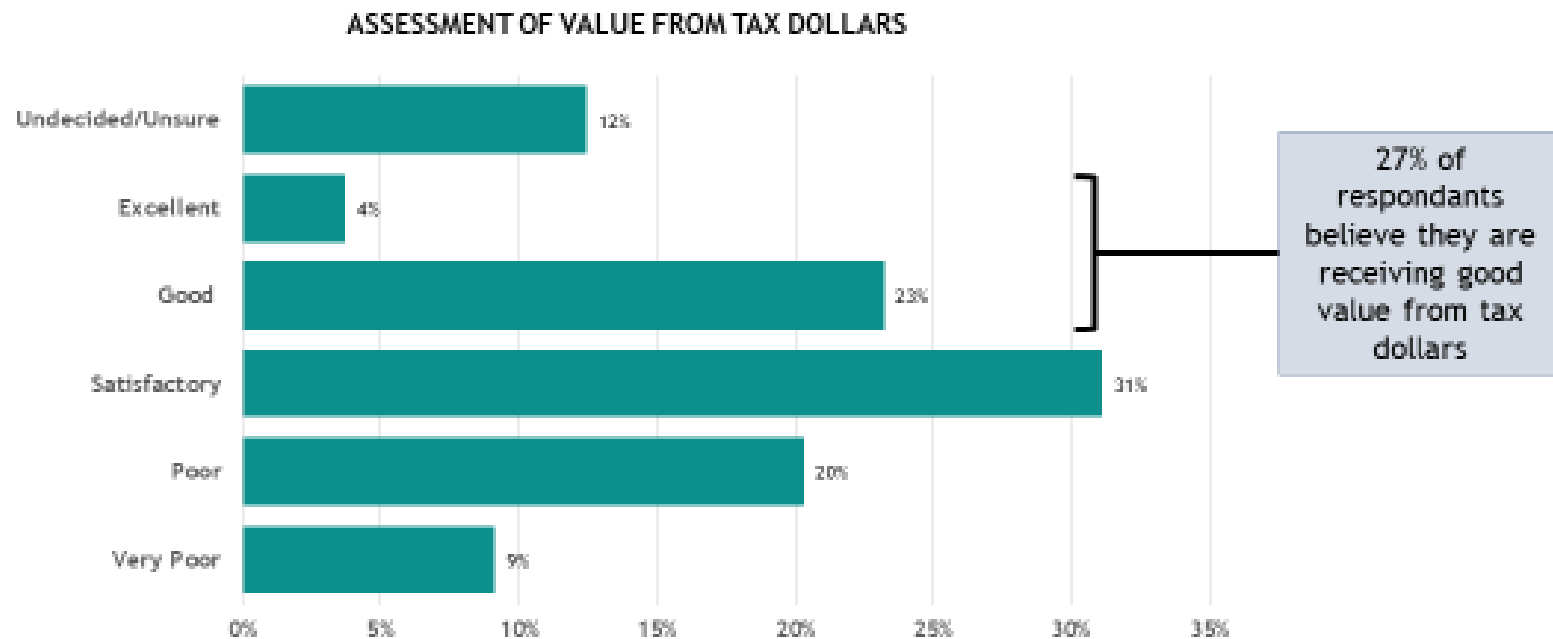


YEARS SPENT IN TEMAGAMI



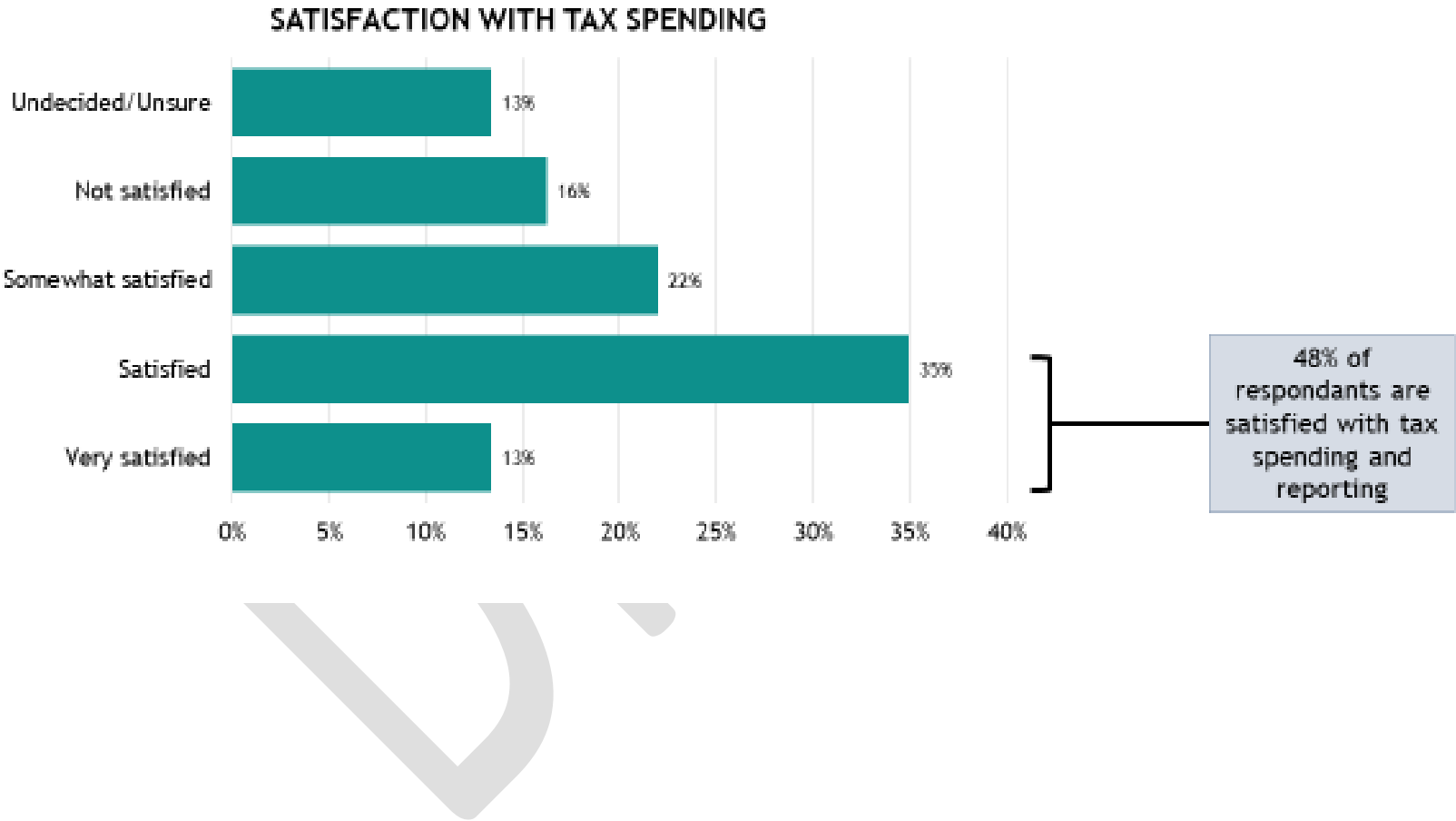
TAX ASSESSMENT

How would you rate the value you are receiving from your tax dollars, given the programs and services offered by the Municipality?



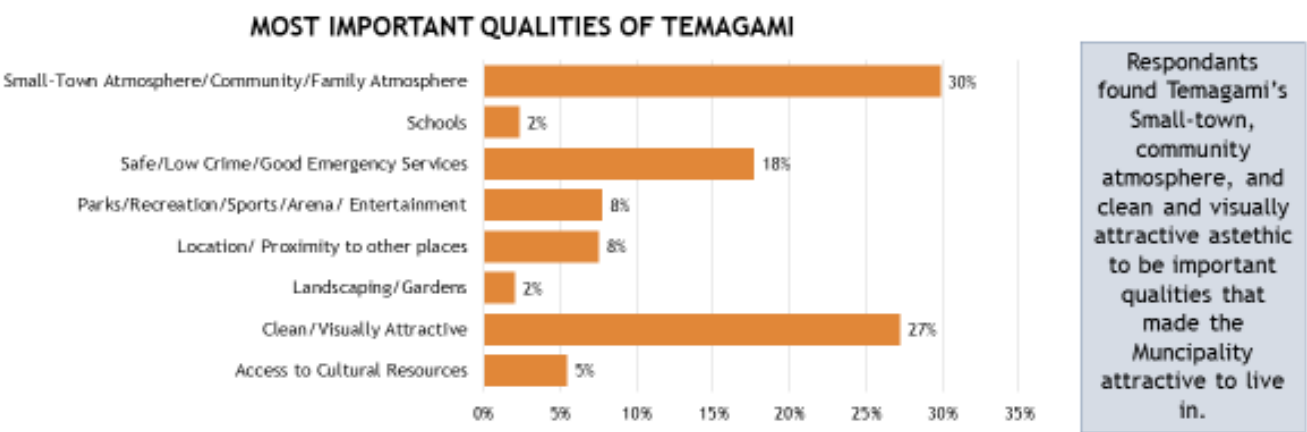
TAX ASSESSMENT

How satisfied are you with the Municipality’s reporting and how they spend your tax dollars?



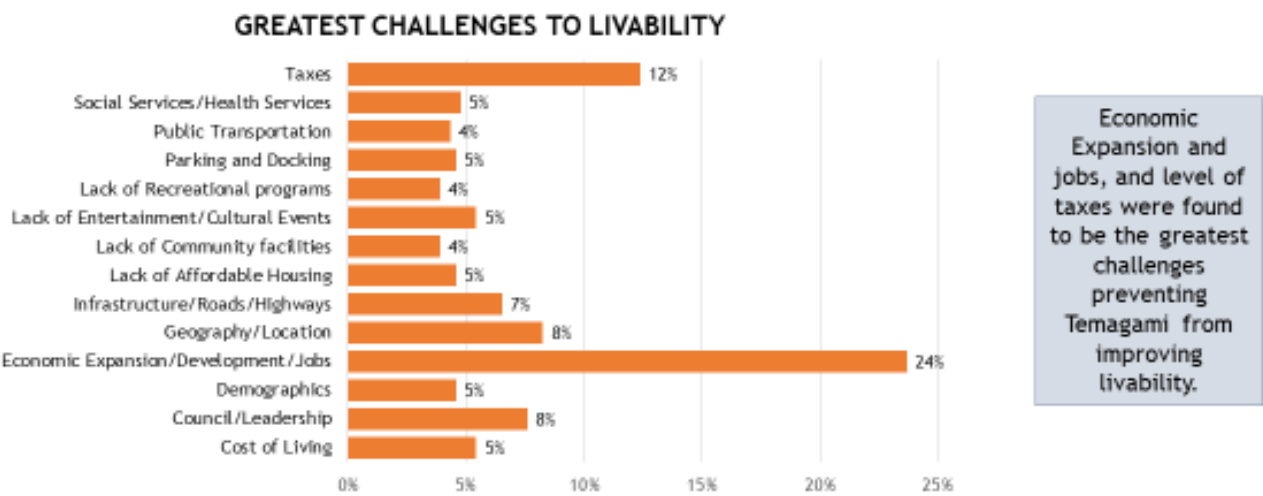
QUALITY OF LIFE

What is the most important quality or feature of Temagami that makes it attractive to live in?



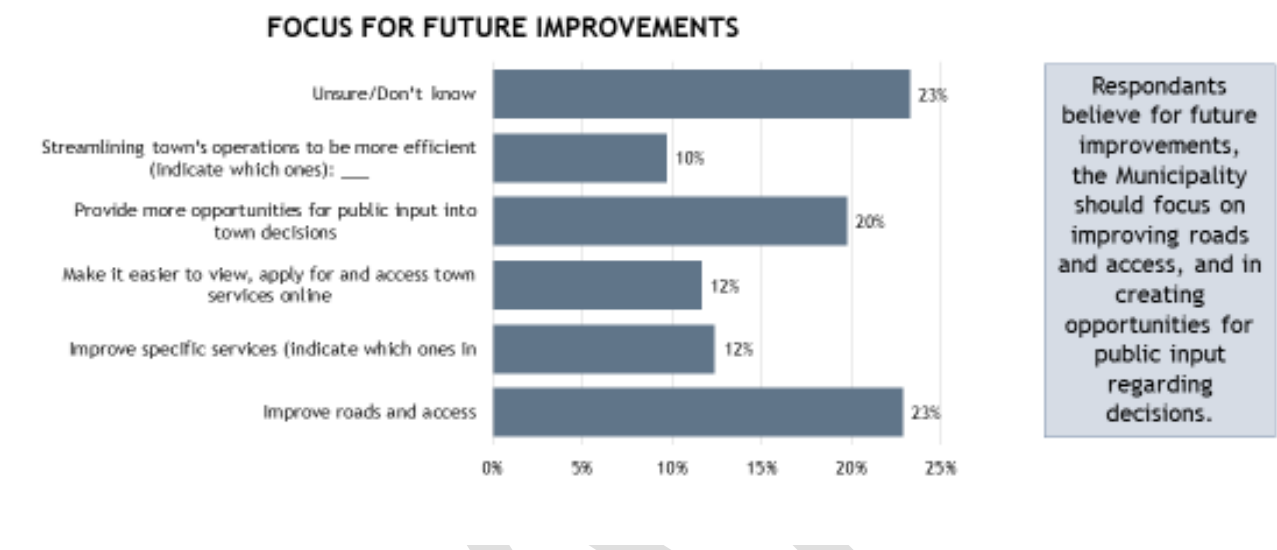
QUALITY OF LIFE

What is the greatest challenge that prevents the Municipality from being the most livable in the area?



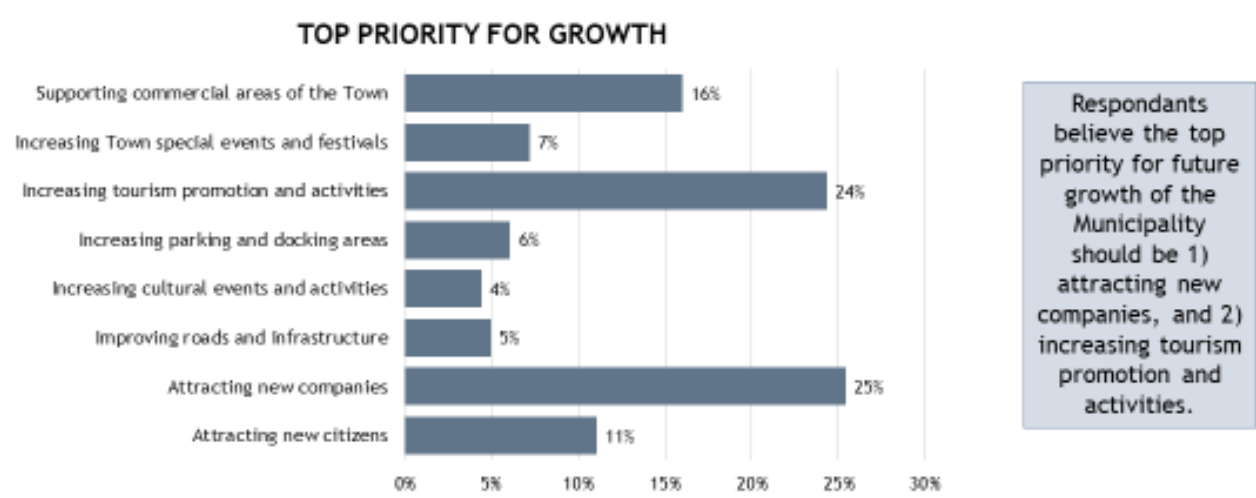
FUTURE IMPROVEMENTS & GROWTH

When you think about the challenges of governing and managing the town, what do you consider to be the primary focus for future improvements?



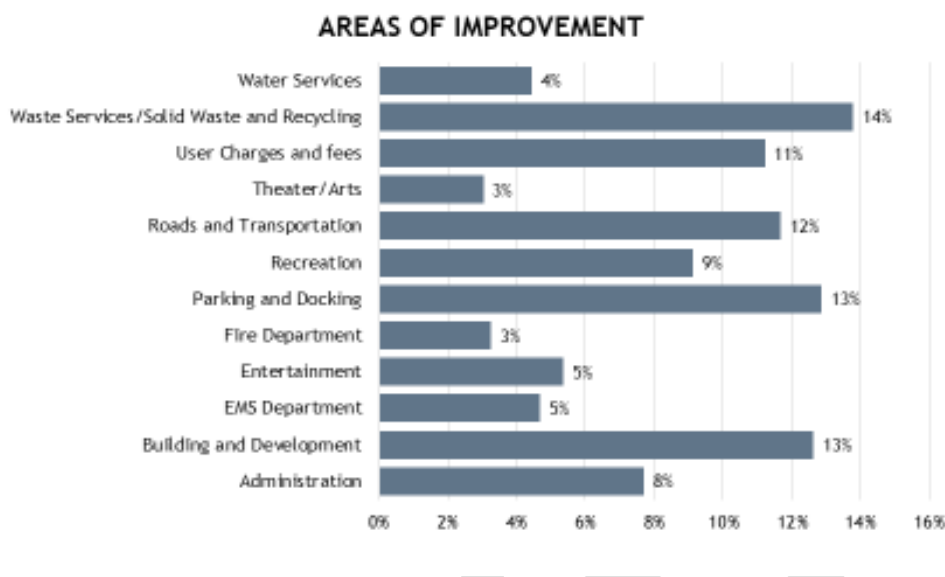
FUTURE IMPROVEMENTS & GROWTH

When thinking about Temagami's growth, which of the following do you think should be the Town's top priority?



FUTURE IMPROVEMENTS & GROWTH

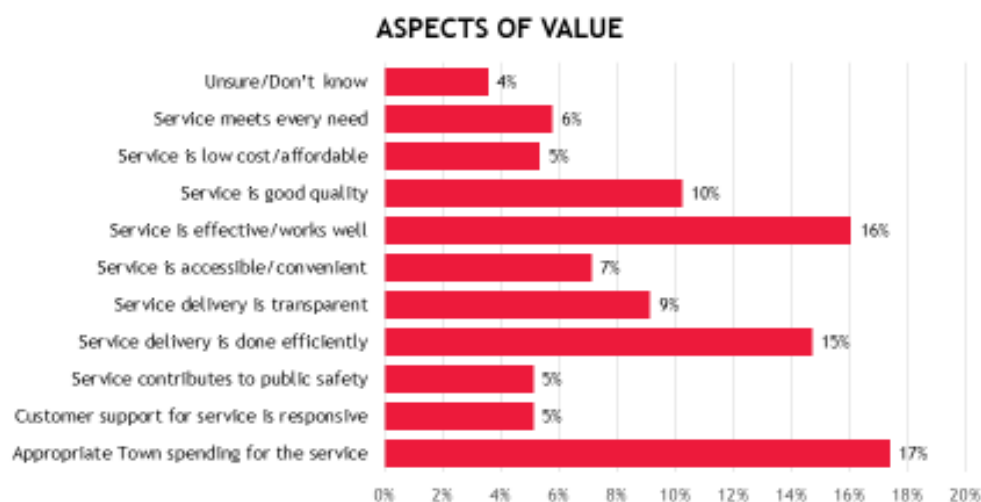
Which areas would you most like to see improvements in?



Areas of improvement that are most important to respondents are 1) waste services and solid waste recycling, 2) parking and docking, and 3) building and development.

SERVICES ASSESSMENT

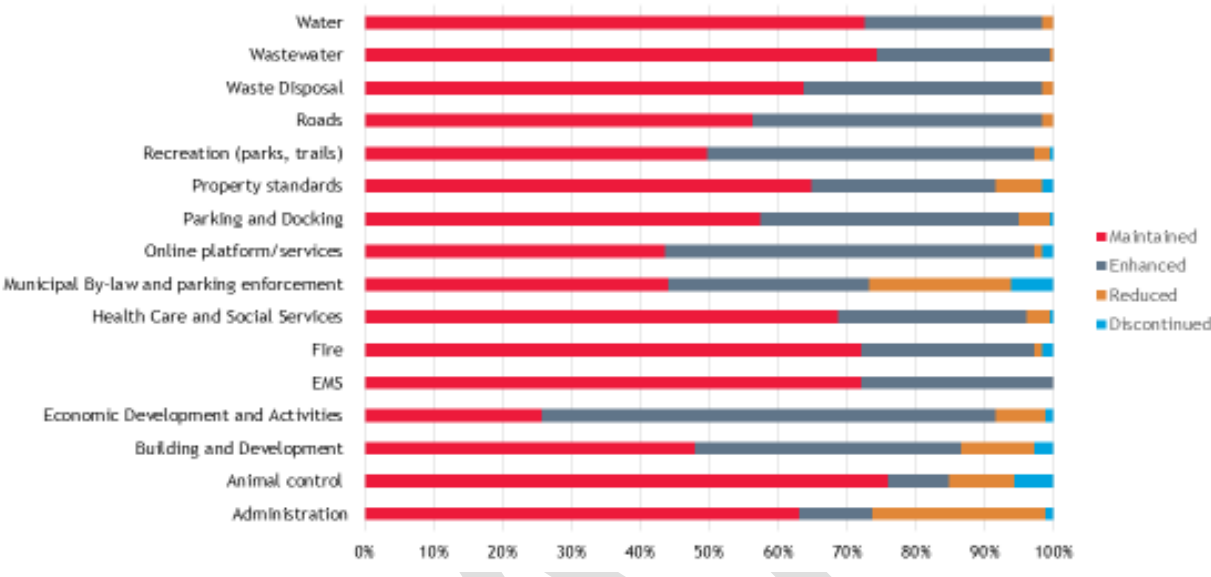
When it comes to the services the Municipality provides, what does 'value' mean to you? In other words, if you say you're 'getting good value' for a service, what does that entail?



Respondants believe that getting good value for a service means appropriate town spending for the service, having the service be effective, and be done efficiently.

SERVICES ASSESSMENT

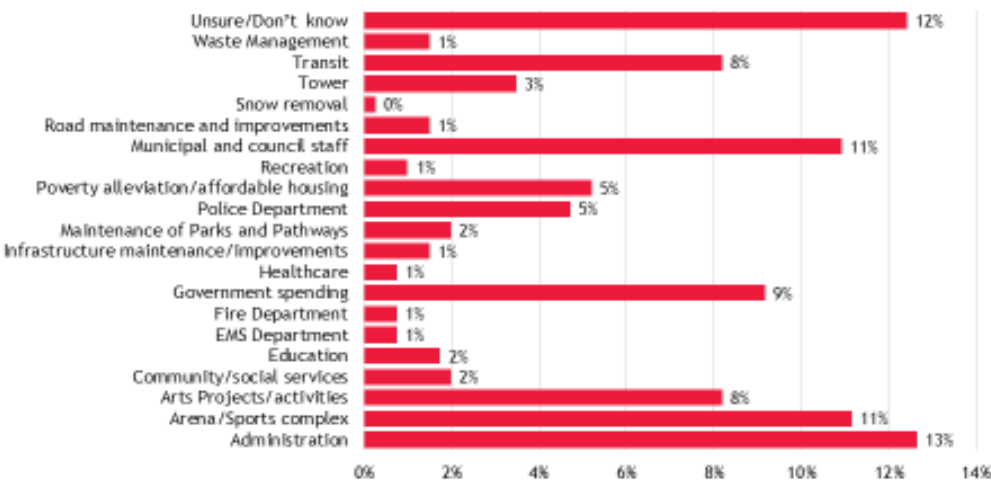
For each service below, please indicate whether you believe the service should be enhanced, maintained, reduced, or discontinued.



SERVICES ASSESSMENT

Of all the services you know of that are provided by the Municipality, select up to three services that you would propose to have a service reduction in order to save costs.

PROPOSED SERVICE REDUCTIONS

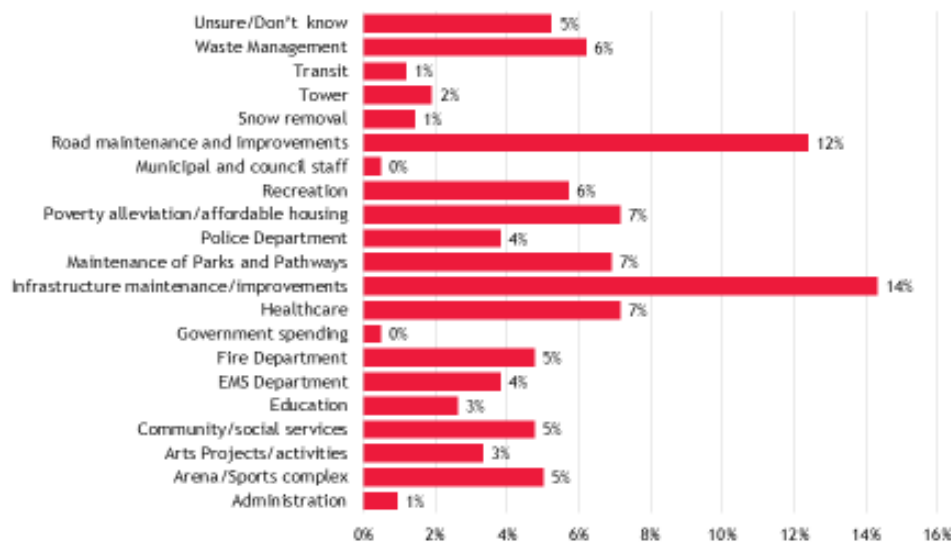


Most respondents would propose for 1) administration, 2) municipal and council staff, and 3) arena/sports complex to receive service reductions in order to save costs.

SERVICES ASSESSMENT

Name up to three services that you would propose to spend more on to receive an increase in service.

PROPOSED INCREASE IN SERVICE

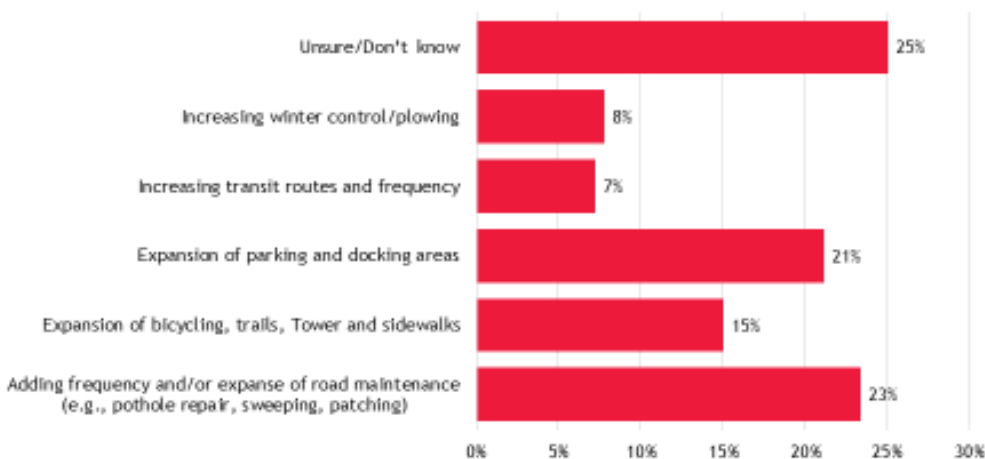


Most respondents would propose for 1) infrastructure maintenance and improvements, and 2) road maintenance and improvements to receive an increase in spending to increase services.

SERVICES ASSESSMENT - TRAVEL

When thinking about the ease of travelling within Temagami, which of the following do you think should be the Town's top priority?

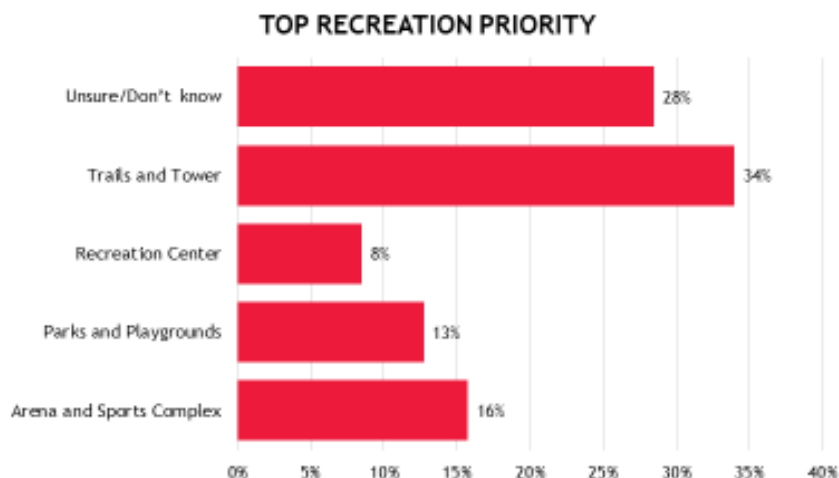
TOP TRAVEL PRIORITY



Most respondents believe that adding frequency of road maintenance and expansion of parking and docking should be the Municipality's top travel service priorities.

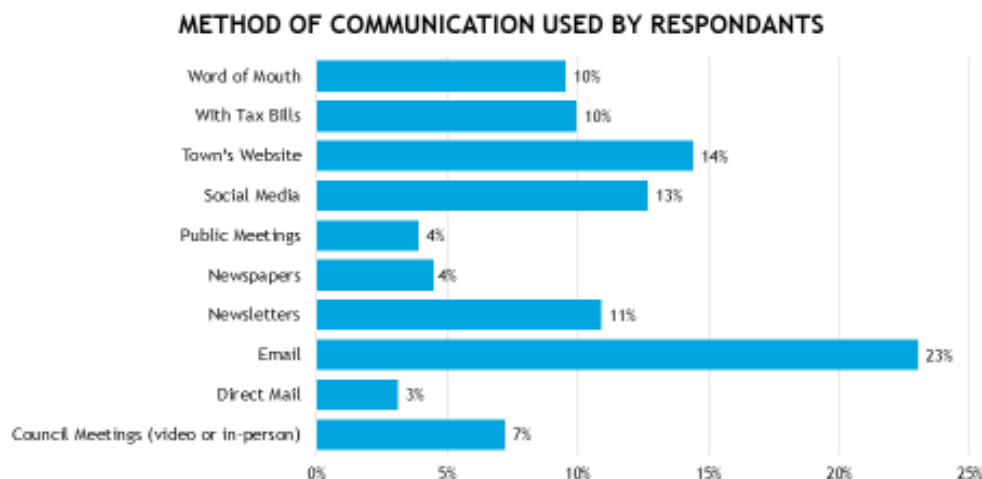
SERVICES ASSESSMENT - RECREATION

When thinking about recreation services, which of the following do you think should be the Town's top priority?



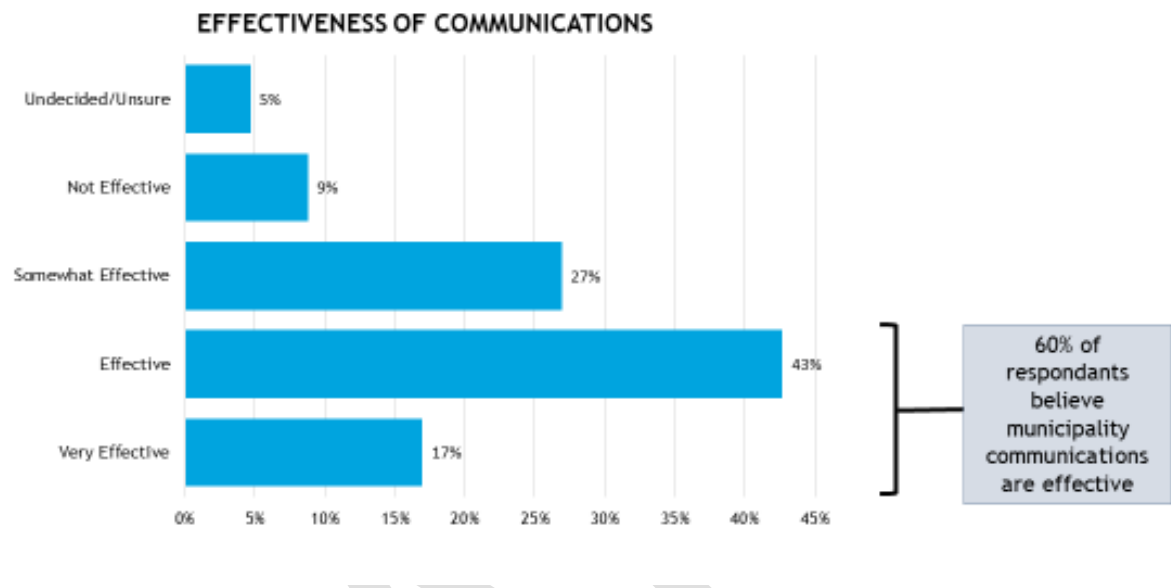
Most respondents believe that trails and towers followed by the arena and sports complex should be the Municipality's top recreation service priorities.

STAKEHOLDER ENGAGEMENT

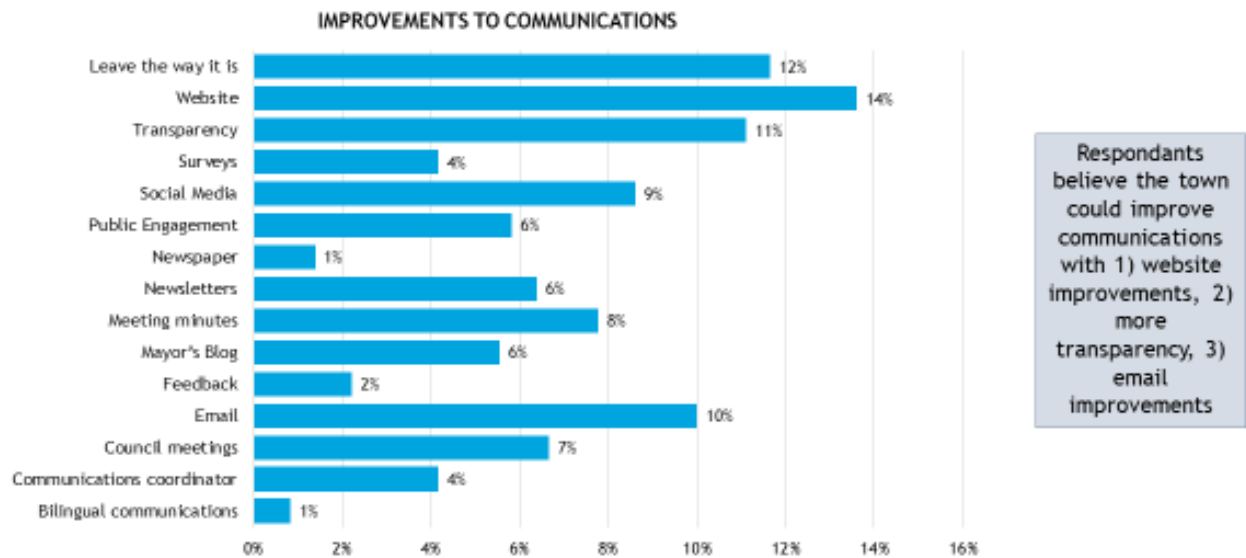


The most commonly accessed method of communication for respondents are 1) email, 2) town's website, and 3) social media.

STAKEHOLDER ENGAGEMENT



STAKEHOLDER ENGAGEMENT



APPENDIX D



MISCELLANEOUS ADDITIONAL REVENUE-GENERATING OPPORTUNITIES

Municipality of Temagami

Final Report – Service Delivery Review



Many smaller Canadian municipalities are experiencing a decline in municipal infrastructure faster than it is being renewed. There are several reasons for that. Factors such as low funding, smaller tax base, tighter regulations, poor quality control are among these key factors for the decline in municipal infrastructure and associated funding. Municipalities are constantly looking for additional revenue sources to offset their declining revenues, smaller tax bases, decreased funding and tighter regulations.

ADDITIONAL SOURCES OF REVENUE FOR THE MUNICIPALITY

In the case of Temagami, we found through our analyses that there are several under-explored sources of direct revenue that the Municipality can explore, and tap into.

These sources are:

- *Parking Fees – municipalities, large and small charge significant hourly, daily, monthly and yearly parking fees. As the majority of parking is free in Temagami, we recommend the Municipality strongly consider this option, as an avenue of additional direct revenue sources.*
- *Boat Launches – Boat Launch charges should be introduced, as is done so in most municipalities.*
- *Vessel Docking – at the present time, the Municipality only charges for docking at the Municipal office waterfront. We strongly recommend that consideration is given to six other landings with docking, which currently, are free of charge.*
- *Contract Dump Attendants at Temagami Dumps – consider converting the attendants to staff for savings and financial efficiencies and greater control.*
- *Review and update user fees annually. In addition, conduct a yearly excersie to compare Temagami fees to other, similar-sized municipalities.*



Municipality Of Temagami

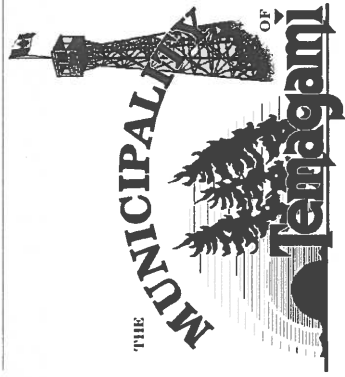
Steps to develop Temagami's Recreation Master Plan



Overview

Temagami's Recreation Master Plan will identify the Municipality's high-level needs and priorities.

It will help the Municipality and community partners to provide the needed mix of parks, recreation and culture facilities, programs and services for our community's residents to engage in meaningful social and physical activities, while positioning the Municipality to attract visitors and investment to the community.



Phases

A **two-phase** work plan should be employed in order to achieve a realistic, implementable, and community responsive master plan.

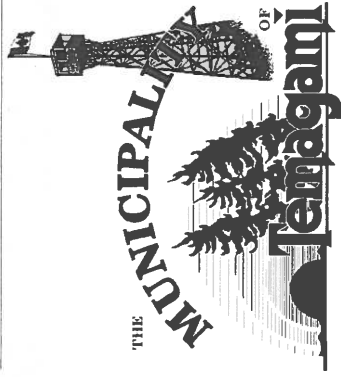




Phases

The **first phase** will involve background research, demographics and trends, and compilation of an inventory of parks, recreation and cultural opportunities in Temagami.

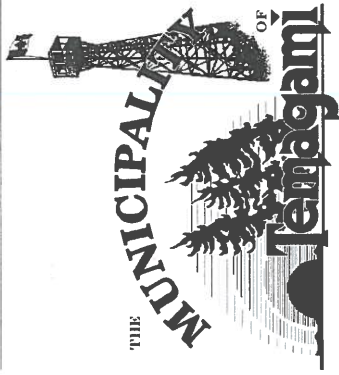
Research will be complemented by community engagement with residents, stakeholders, Council and municipal staff.



Phases

The **second phase** will the information from research and consultation to develop a vision and guiding principles for the Master Plan.

A needs assessment for parks, recreation and culture opportunities will also be undertaken, as well as a program and service delivery assessment.



Phases

All tasks will culminate in a draft and final **Master Plan**.

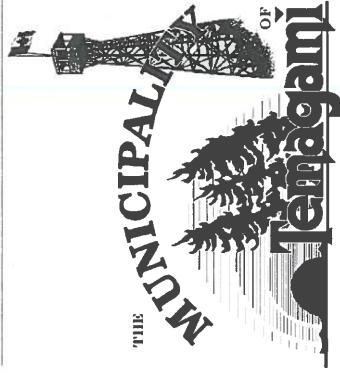
Meetings with municipal Council and staff and community will be held throughout the process to guide the master plan development.



Phases

There are a number of finite steps that can be followed to complete and to gauge the progress of this two phase process and the resulting document.

The document is meant to serve as a guide for future development through the goals, objectives, and vision presented within the plan.



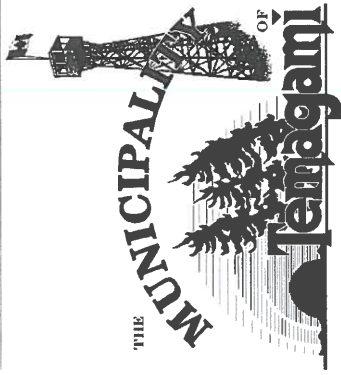
Phases

It is also intended to help people making decisions to work within the framework of these goals, objectives and vision, to help achieve the wants of the community.

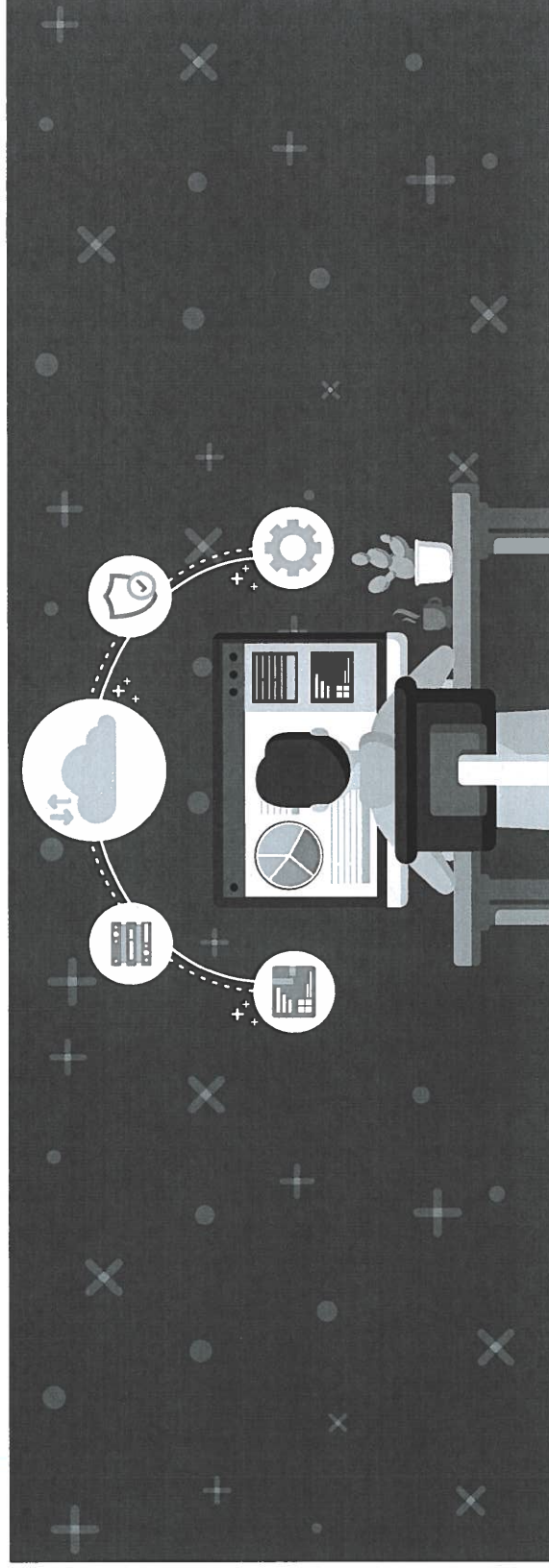


Municipality Of Temagami

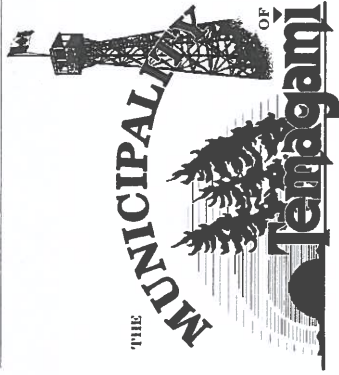
PHASE ONE



Phase One Gathering Information



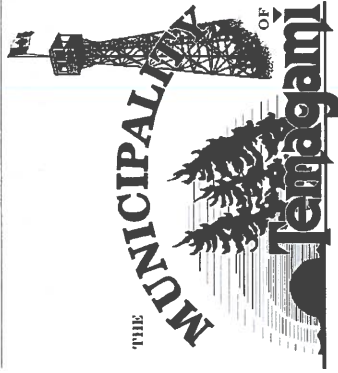
THE MUNICIPALITY OF TEMAGAMI



Phase One Research and Consultation

Research will be complemented by community engagement with residents, stakeholders, Council and municipal staff.

It involves the process to complete the document, the needs of the community, polls, professional advice and any pertinent information that allows for time saved by not reinventing the wheel.



Phase One Background Review

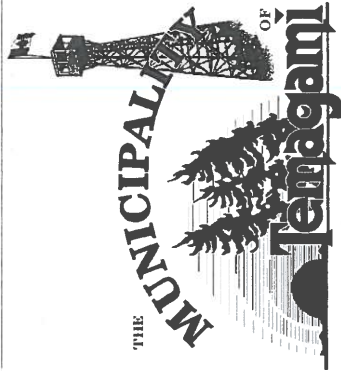
It is assumed that much has been done by previous councils. This information needs to be assembled and condensed to provide context for present Recreation assets.



Phase One Asset Inventory

In order to know what we want, we must first determine what we have.

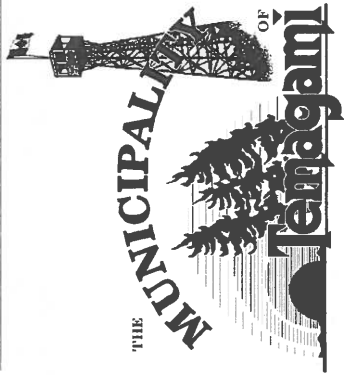
Assets can be categorized in different ways.



Phase One Asset Inventory

One approach would be to list assets

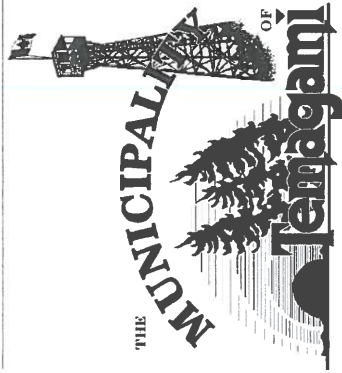
- a. That we own
- b. That are privately owned
- c. That are owned by other levels of government.



Phase One Asset Inventory

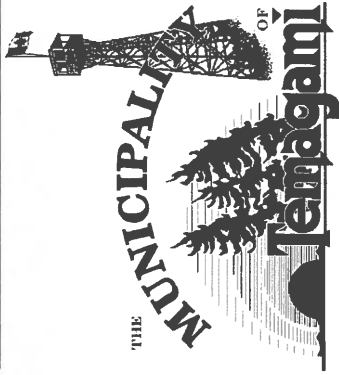
Each asset should then be assessed as to:

- A. Asset Age & Useful Life
- B. Asset Valuation
- C. Asset Condition Assessments



Phase One Trends and Demographics

This step includes taking an inventory of our own statistics, neighbouring community statistics, visitor statistics and general trends, regionally, provincially and federally, in the public recreation field.

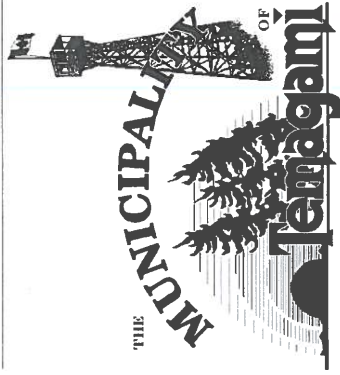


Phase One Community Engagement

This is how we engage our community. This can be achieved through interviews, presentations, public meetings, polls, et cetera.

It is important to both consult in a meaningful manner with our community.

It is equally important to report our findings back to our community for discussion, clarity and transparency.



Phase One Internal Engagement

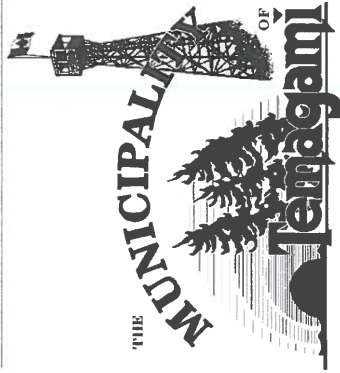
This is how we engage our staff, the professionals that will execute the work this plan intends to facilitate.

This can be achieved through interviews, presentations, staff meetings, staff polls, et cetera.



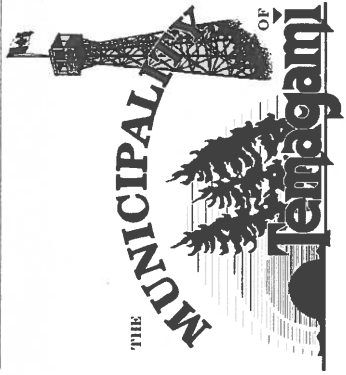
Municipality Of Temagami

PHASE TWO



Phase Two The Plan

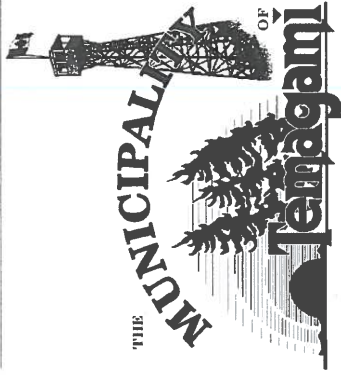
THE MUNICIPALITY OF TEMAGAMI



Phase Two

Vision and Guiding Principles

As a community, we facilitate Visioning and Mission exercises to create document specific Vision and Mission Statements.



Phase Two Needs Assessment

In order to fulfill our needs, we must first determine what those needs are, both today and in the near and distant future.

We do this by identifying and then prioritizing Strategic Areas.

Strategic Areas are concepts the community wants us to investigate.



Phase Two Implementation Strategy

This step puts theory into action.

It approaches the prioritized Strategic Areas identified through our Needs Assessment and creates a conceptual plan of attack for each need.



Phase Two Implementation Strategy

An Implementation Strategy can be completed for each of the community identified Strategic Areas.

This can be done in a fairly uniform and comprehensive process by:



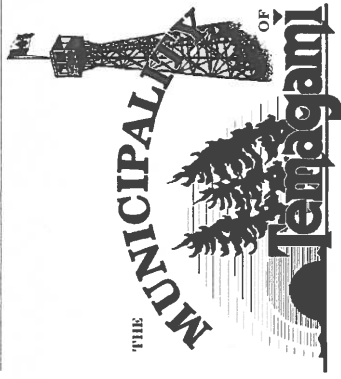
Phase Two Implementation Strategy

- 1) Creating a Problem Statement,**
- 2) Creating a Goal Statement,**
- 3) Creating a Strategy Description,**
- 4) Defining Project Team Members,**
- 5) Defining Barriers to Successful Implementation,**



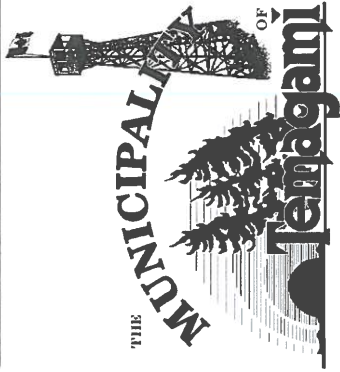
Phase Two Implementation Strategy

- 6) Creating Implementation Steps,**
- 7) Developing a Communications Strategy,**
- 8) Estimating Time and Expense of Each Step,**
- 9) Defining the Resources and Approvals Needed for Each Step,**
- 10) Creating Performance Measures.**



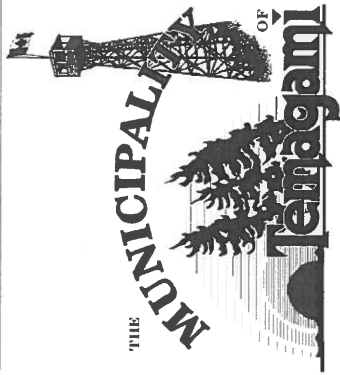
Phase Two Draft Master Plan

We collect the information gathered in our previous steps and assemble it into a master document.



Phase Two Public and Council Consultation

Our plan is presented to both the community and to Council for recommendations and meaningful review.



FINAL MASTER PLAN

Edits are made and our document is presented back to Community and Council.

THE MUNICIPALITY OF TEMAGAMI



Implementation Workplans

Prioritization:
Location:
Project Name:
Assessment Date:
Reassessment Date:
Notes:

Problem Statement

(A problem statement is a concise description of an issue to be addressed or a condition to be improved upon.)

Goal Statement

(A good goal statement is a basic starting point for teams or individuals to plan their work and identify whether it is successful. A properly detailed and documented goal statement completely defines the result that an organization seeks to produce. It describes the purpose, outcome, or activity that must be accomplished. SMART: Specific, Measurable, Attainable, Realistic and Time-Based)

Strategy Description

(A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem. This is where the “ideas” come into play.)

[illegible]

Project Team Members

(The Team Member's role is to successfully perform the tasks that have been allocated, keeping the project manager informed of progress as well as any issues that may arise. The role often requires team members to work on their own initiative in areas where they are the 'experts'. It is usually a good idea to “recruit” team members, based on their specific skillsets.)

Barriers to Successful Implementation

(These, of course, change with each individual Goal or Strategy. Some barriers are constant, like “Lack of such resources” or “Resistance to change” or “Burdensome data collection.” Some are specific, like “competition from other markets” or “lack of skilled employees”. Defining these is usually the first job of the project team members.)

Implementation Steps

(These are the concrete steps that turn a strategic plan into the actions that help reach the goals and objectives of the plan. They include things like “create a bursary for education in forest management” or “develop a chamber of commerce” or “create a series of workshops to promote financial literacy”).

Communications Strategy

(This is a document that expresses the goals and methods of a project team's outreach activities, including who they are trying to reach besides the community. Examples include developing a press release protocol or email lists, social media marketing and reporting progress back to the community.)

Estimated Time And Expense Of Each Step

(This is the step that keeps things both realistic and on track. It is difficult to plan for something if one does not understand the financial expenditure needed. It is also difficult to gauge progress without a timeline to evaluate with.)

Resources And Approvals Needed For Each Step

(This list will grow as the plan moves forward. This step is both predictive and archival. It allows the team to prepare their implementation and also to learn from obstacles faced in the process, and plan for these in future steps.)

Performance Measures

(A performance measurement plan allows for the tracking of successes, demonstrating the value of activities and ensures that efforts remain focused. These are items that can be measured and monitored in non subjective ways. Ie – Number of advertisements, Investments created, Number of proposals developed, Active membership in associations.)
