

ECONOMIC DEVELOPMENT STRATEGY

TO GUIDE FUTURE GROWTH AND SUSTAINABLE
DEVELOPMENT

IN THE
MUNICIPALITY OF TEMAGAMI

Submitted to:
Mayor, Council and the
Economic Development Committee



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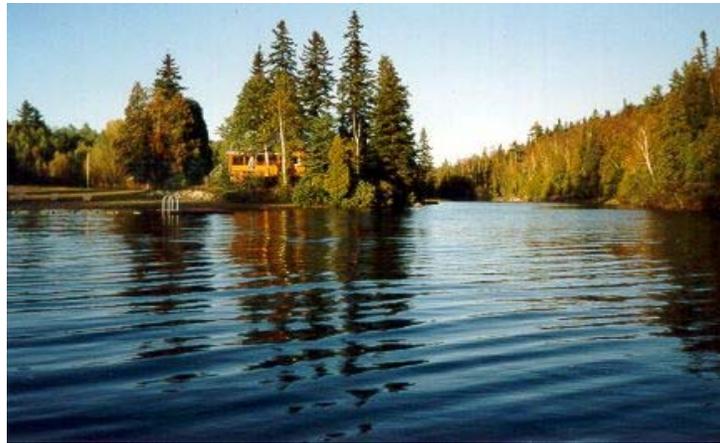


*South Temiskaming
Community Futures
Development Corporation*



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STRATEGIC PLANNING:

The purpose of a Strategic Plan is to set achievable goals and priorities for the Municipality of Temagami.

This plan has been prepared to:

- Reflect on past successes
- Establish directions/goals to build on our successes
- Articulate opportunities
- Describe the simple steps that can be taken to achieve these goals

The process of identifying where we, as a community, want to be and what we must do to get there is known as strategic planning. It is important. Without a clear picture of where we want to be, it will be difficult to achieve intended objectives.

The process of a strategic plan is a simple one, although each step requires considerable thought, debate and analysis.

Here are the five basic steps of strategic planning.

STEP ONE:

Look to the past and examine where we have been. What has worked? What challenges have we faced? How did we handle those challenges? What have we learned?

STEP TWO:

Look to the present. Where are we now? Perform SWOT analyses on our present day situation. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. In doing this we need to be realistic. There are no communities without weaknesses or threats from outside sources.

STEP THREE:

Look to the future. What vision do we have for our Municipality in one year? Five years? Drawing on the data and knowledge we have obtained from steps one and two, we create a picture of what we want our Municipality to be. This step involves the development of a Vision Statement for the community.

STEP FOUR:

Draw up a list of realistic goals for the Municipality and the activities required to accomplish these goals.

STEP FIVE:

Identify our objectives. Our objectives are the actions steps we must take to meet/reach our goals. (Action Plan)

The Strategic Plan will give us a step-by-step plan of action that will move us from where we are to where we want to be.

TABLE OF CONTENTS

1.0	Executive Summary	5
2.0	Introduction	7
3.0	Project Methodology	7
4.0	Community Profile	10
5.0	Current Realities	13
6.0	Literature Review	17
7.0	Community Consultation Process	19
8.0	Identification of Viable Development Opportunities	26
9.0	Proposed Implementation Strategy [Action Plan]	42
10.0	Next Steps	56
11.0	Concluding Remarks	56

APPENDICES:

Appendix A	Inventory of Funding Programs
Appendix B	Community Profile Data
Appendix C	List of Documents Reviewed
Appendix D	Consumer Manufacturing & Retail Trends (Canada/North America)
Appendix E	List of Individuals Interviewed
Appendix F	Personal & On-Line Interview Questionnaire
Appendix G	Interview Format for Mayor, Council & CAO
Appendix H	Community Focus Group Summaries
Appendix I	The Living Machine
Appendix J	Definition of "Green Community"

1.0 Executive Summary

The last 10-12 years have been particularly difficult for Temagami, as the community has struggled to recover from the loss of its major employers (Sherman Mine and Wm. Milne and Sons saw mill). Since this time, there has been no such large-scale industrial activity and the local offices of the Ministry of Natural Resources, Ontario Provincial Police and Provincial Courthouse have also been closed and centralized in larger Northern Ontario communities. Consequently, a large proportion of available employment for area residents is found outside of the community and many families have left the community to find work.

Over this same time period the community has maintained itself by continuing to serve as a tourism destination, addressing the needs of its significant base of summer cottagers, and providing goods and services to travelers on Highway #11. This has not created significant economic growth for the community and the seasonal nature of the business cycle means local restaurants and businesses have to endure long shoulder seasons where they continually struggle to survive.

In response to these developments and in an effort to pursue economic stability and growth in Temagami, the Municipality's Economic Development Committee (EDC) identified viable options for stimulating economic development in the community. To this end, the services of Summit Consulting were formally retained in March 2003 to carry out the requisite planning, research and community consultation to prepare an Economic Development Strategy for the Municipality of Temagami. The DRAFT Summary Report was completed by July 31, 2003. The final summary report will serve as a blueprint for guiding future economic growth and development in Temagami.

At the outset of the project the consultant met with the Temagami EDC to receive extensive background information and orientation to the assignment. The consultant then worked with the EDC to develop a clear workplan and schedule for project completion which included: developing a vision to guide the project, conducting research and reviewing internal and external economic development literature, conducting an extensive community stakeholder consultation process (which included more than 50 one-on-one and on-line interviews, six community focus group sessions and a number of meetings with community stakeholders), identifying priorities for development and developing a comprehensive summary economic strategy report.

The consultant met regularly with the EDC throughout the duration of the project to share information and discuss viable opportunities for development. As a result of this extensive data collection and analysis, a summary list of priorities for economic development in Temagami was established with a corresponding action plan for implementation. This list includes the following key priorities:

- ◆ Exploring Opportunities for Growth Within Natural Resources Sector
- ◆ Developing Temagami's Land Base
- ◆ Developing a Unique Stand-Alone Economic Development Corporation
- ◆ Supporting Local Business Development Growth & Retention

- ◆ Expanding and Diversifying Tourism in Temagami
- ◆ Promoting Partnerships with the First Nation Community
- ◆ Becoming a Model for Sustainable Development
- ◆ Promoting Temagami's Art, Culture and Heritage
- ◆ Roads
- ◆ Improving the Visual Appeal of Downtown Core & Waterfront
- ◆ Promoting the Development of Additional Accommodations
- ◆ Upgrading Temagami's Telecommunications Infrastructure

In terms of critical next steps in the implementation process, it is vital that this Economic Strategy document moves from *planning to action*. This would involve community mobilization and participation of citizens in the further exploration and implementation of identified development opportunities. To this end, it is recommended that this plan be used as the basis for securing additional public and private sector funding to undertake additional research, planning and follow-up activities to support new business development ventures in Temagami. These funding avenues would include private investors, foundations, and relevant municipal, provincial and federal government sponsored economic development funding programs.

There is considerable potential for Temagami to transform itself into a thriving and vibrant community again. This Economic Strategy can serve as an effective action plan for change but it will require the commitment and dedicated support of Temagami's political officials, local business community and residents to succeed. The opportunities are limited only by the imagination and energy of the community. Failure to achieve this vision will only come about by collective inaction.



2.0 Introduction

“I would like to see an economic strategic plan developed for Temagami that would set the goals for our community and a course of action for achieving them, one that would provide a standard of living that allows us to keep our school, our grocery store, hardware store, post office and bank, our arena and library, and a real future for our young people. I think it will be difficult, and will challenge many of our strongest beliefs. I think it will necessitate compromise, and a willingness to take charge of our circumstances that will be new to many of us. But I think it will be worth the effort.”¹

These words put forward by a community resident quite eloquently describe the important task assumed by the Temagami Economic Development Committee who have been charged with taking on the responsibility for preparing an Economic Development Strategy for the Municipality of Temagami.

Temagami finds itself at a critical juncture in its evolution where it must examine itself as a community and develop a plan for economic viability and sustainability. Undeniably, there are numerous challenges to overcome but the time has come for thoughtful and calculated action which will bring about positive change.

This document can serve as a useful starting point in moving the community forward and is an essential building block in the Municipality’s longer-term planning processes.

3.0 Project Methodology

The services of Summit Consulting were formally retained in March 2003 to carry out the requisite planning, research and community consultation to prepare an Economic Development Strategy for the Municipality of Temagami. The DRAFT Summary Report was completed by July 31, 2003. The final report will serve as a blueprint for guiding future economic growth and development in Temagami.

In completing this project, the following component work activities were undertaken:

a) Background Information & Orientation

At the outset of the project the consultant met with the Temagami Economic Development Committee (EDC) to receive extensive background information and orientation to the assignment. These members included the following:

Carole Imbeau (Chairperson)	George Leger
Drew Jacques	Anna Gibson
John Salo	Sylvie Aumond
Cathy Dwyer-Smith	Don Carr
Michelle Seguin	

The consultant also met with the Mayor and Chief Administrative Officer for additional background and historical information and to clarify the objectives of the assignment. It was

¹ Judy Gouin, The Temagami Talker, January 2003.

agreed that the primary goal of the project was to develop an action plan to guide community economic growth and development over the next 2-3 years.

b) *Development of Project Workplan*

The consultant then worked with the EDC to develop a clear workplan and schedule for project completion which included: developing a vision to guide the project, conducting research and reviewing existing economic development reports, conducting an extensive community stakeholder consultation process, identifying priorities for development and developing a comprehensive summary economic strategy report.

c) *Development of Marketing Slogan*

To formally launch the project a community meeting was held on March 8th to introduce the proposed planning process and to obtain feedback on the development of a vision and messages to guide the project. As a result of this meeting a formal marketing slogan for the project was established entitled: **Temagami Tomorrow? Together!** It was agreed that this slogan would serve as the key statement for all information and correspondence shared with the community throughout the duration of the project and was included in a postcard, which was mailed out to every residence and business at the outset of the project.

d) *Development of Communications Strategy*

As a formal start to the project a postcard introducing the Economic Development Strategy was mailed out to every residence and business in Temagami which contained information regarding the proposed planning process as well as a request for public participation and involvement. To ensure that the community was kept informed of project developments the EDC determined that regular progress updates would be provided via the Temagami Talker and/or newsletters as required. In addition, a web site was developed for the project to provide information and an opportunity for on-line dialogue. The site also included an on-line survey to obtain feedback from local residents and external participants. As well, a formal press release was issued to local and surrounding communities in Northern Ontario introducing the economic strategy project and a number of area newspapers ran articles regarding Temagami's new endeavour.

e) *Literature Review*

As a critical component of the planning process, the consultant conducted an extensive review of internal and external literature specific to community economic development. In this regard, the consultant reviewed more than 40 previous economic development studies and proposals for Temagami, which were completed in the last two decades. As well, current and projected trends in economic development within North America were researched as well as a thorough review of other similar economic development planning reports prepared by other communities in Northern Ontario. In addition, a detailed Internet review was undertaken to identify relevant government funding and assistance programs, which could support future implementation activities within Temagami. (An inventory of these funding programs is included in **Appendix A.**)

f) *Community Consultation Process*

In completing this Economic Development Strategy considerable community consultation was undertaken. To this end, the project included more than fifty (50) one-on-one and on-line interviews with community stakeholders, members of the economic development committee and Municipal Council. There was also a message board on the Town's website to solicit anonymous feedback from the community and to promote dialogue and discussion regarding the economic development strategy. The consultant also met with the Chiefs of Temagami First Nation and Teme-Augama-Anishnabai from Bear Island, local Legion members and facilitated a series of six (6) community focus groups which focused upon the following topics: *local youth, tourism, downtown image and infrastructure, local business development and retention, arts/culture, and seasonal residents*. As well, individuals were also given the opportunity to provide the consultant with written submissions.

g) *Identification of Preliminary Priorities for Development*

The consultant met on a monthly basis with the Temagami Economic Development Committee to share information, provide progress reports and discuss project developments and observations. The EDC also worked with the consultant to establish a project workplan and all communications materials related to the project. Individual committee members also served as hosts for the community focus group sessions.

h) *Preparation of Draft Economic Strategy Report*

The consultant compiled a Draft Economic Development Strategy Report which was circulated to the EDC and Municipal Council in mid July and then to community residents in September for formal review and comment.

i) *Submission of Final Report*

The EDC is to recommend its Draft Report and submit it to Council for review prior to distribution to the public for formal review and comment. Once the public has had the opportunity to provide their feedback on the report it will be revised accordingly and become the Municipality's official Economic Development Plan, after final approval from the Municipal Council.



4.0 Community Profile

LOCATION:

Located in the District of Nipissing, the Municipality of Temagami begins 65 kilometres North of North Bay on Highway #11 at Marten River and extends 30 km North through the Municipality's downtown center (Temagami's town) to its residential settlement located in the upper reaches of the town (Temagami North townsite).

GEOGRAPHIC BOUNDARIES:

The Town of Temagami was created as a Town, by order of the Temagami/West Nipissing Restructuring Commission on January 1st, 1998. This newly amalgamated municipality expanded its former geographic boundaries to include a total land base of more than 1,906 square kilometres. (See Map of Municipality overleaf)

HISTORY:

The village of Temagami started as a rest stop on the long portage from Snake Lake to Lake Temagami, a route traditionally used by the area's native people.

Dan O'Connor, the founder of Temagami, recognized the unique beauty and potential of the area and with great enthusiasm promoted tourism. He brought the lake's first steamer through the bush from Lake Temiskaming in the winter of 1903 and went on to develop a steamship company and built the first grand hotel in Temagami, the Ronnoco. In addition, Lake Temagami's first tourist camp was established in 1903 and commencing in 1905 cottages, lodges and youth camps were built on islands under Crown lease. The recreational appeal of Lake Temagami continued to grow and the sale of island lots on the lake began in 1942.

When the Temiskaming and Northern Ontario Railway (now Ontario Northland) came through Temagami in 1905 it opened up possibilities for tourism on a grand scale. The Ferguson Highway (now Highway 11) which was originally a single lane dirt road was completed between

Temagami and North Bay in 1927. In 1937 this road was enlarged to become a two-lane paved highway that brought more and more tourists to the area. During this time period Temagami had its own hospital which was run by the Red Cross.

In 1935 Wm. Milne & Sons established its first saw mill operation on Link Lake. This was the largest employer in the community for many years until the Temagami Copperfields Mine was opened on Lake Temagami Island in 1954. This mine continued to operate for almost two decades and was instrumental in bringing hydro and telephone services to some property owners on Lake Temagami as well as the Lake Temagami Access Road or “Mine Road” in 1958. In 1965 the Sherman Mine was established in Temagami which included an open pit mining operation and processing plant. This mining operation continued as the community’s largest employer until it ceased operations in the early 1990’s. Not long after that, the Milne and Sons saw mill closed its doors leaving the community with virtually no primary resource industry for more than a decade to follow.

DEMOGRAPHIC DATA:

POPULATION:

According to a recent house-to-house survey conducted in 2002 there were 1012 permanent residents in Temagami. This is slightly lower than the total population of 1027 provided in the 1996 Census.

However, this figure is misleading as there is a significant seasonal population that is well over 900 residents which reside in the Temagami area during the summer months and includes residential and commercial property owners on Lake Temagami. As well, there are also 1800 individuals registered on the Municipality’s official elector’s list.

As the table below illustrates, nearly one third of the total population in Temagami is over the age of 55. The majority of the remaining population is over 25 years of age (43%), and less than 10% of the population is between 15-24 years of age.

Table 1: Population By Age in Temagami

Age Groups	Percentage of Population
0-14 years	16 %
15-24 years	8.3%
25-34 years	10.5%
35-44 years	16%
45-54 years	16.6%
55 –64 years	15.5%
65 years and older	17.1
Total	100%

2001 Census Data

By Sex: Male (450) Female (445)

EDUCATION:

According to the figures provided below, more than half the total adult population in Temagami has a high school diploma and 15.5% of this same population has a college diploma or university degree.

Total Population 15-24 years by school attendance	80
Attending school full-time	70
Not attending school	10
 Total population 20 years and over by highest level of schooling	 710
Less than grade 9	80
<u>Grades 9-13</u>	300
Without high school graduation certificate	170
With high school graduation certificate	125
Trades certificate or diploma	90
 <u>College</u>	 160
Without certificate or diploma	55
With certificate or diploma	100
 <u>University</u>	 85
Without certificate or diploma	40
With certificate or diploma	10
With bachelor's degree or higher	45

EMPLOYMENT INCOME:

According to 2001 Census data the average income for full-time employees 15 years and over in Temagami is \$26,449. Of this total males earned on average more than double their female counterparts. It is also interesting to note that the majority of part-time workers in Temagami are female and that their average annual earnings are less than \$10,000. (See figures below)

	<u>Total</u>	<u>Males</u>	<u>Females</u>
Total Population 15 years and over with employment income	525	260	260
Average employment income	18,747	25,523	11,915
 Worked full –year, full-time	 255	 160	 95
Average Employment Income	26,449	32,408	15,837
 Worked part year or part-time	 250	 90	 160
Average employment income	11,509	14,544	9,837

(For additional demographic data and information on health, education, business activity and recreational services in Temagami please see Community Profile data contained in **Appendix B.**)



5.0 Current Realities

In attempting to develop a new course of action for future economic development and growth in Temagami it is important to understand the evolution of the community and the major issues impacting on its long-term viability. Before the community can move forward it must recognize its strengths and weaknesses and be realistic about the town's capacity to implement change. Temagami should build on its strengths and acknowledge its challenges as it seeks to develop a strategy for economic development for the community. These strengths and challenges include some of the following:

Strengths:

◆ *Abundant Natural Resources*

Temagami is blessed with abundant natural resources including pristine lakes, rivers, forests, fish, wildlife and fresh air. These resources are becoming increasingly valuable as their availability and supply in the world are diminishing. These resources if used appropriately are renewable and can provide considerable benefit to the community by using these resources as the focal point for local industry and tourism. For example, the forests can be managed effectively and create jobs through the primary and secondary manufacturing of wood products while also serving as a showcase attraction for visitors to the community who want to see the unique trees and/or trail systems.

As 90% of the total land base in Temagami consists of Crown Land, there are considerable outdoor recreation opportunities to be explored and developed as well as an incredible opportunity for visitors to have a unique wilderness experience. By building on these multiple uses of its available natural resources to develop value-added products and services, Temagami has considerable potential to capitalize and prosper in the future.

◆ *Community Planning Initiatives*

As a result of significant community consultation and planning the Municipality of Temagami has recently prepared a revised Official Plan, which is currently awaiting approval from the

Ministry of Municipal Affairs and Housing. As well, a comprehensive Land Use Plan has been put in place for Temagami by the Ministry of Natural Resources, which outlines the uses of Crown land in the Municipality as well as the Terms of Reference for the establishment of a Recreation Master Plan for the area. The development of these land use planning documents has been a significant accomplishment given the diverse interests (residents, seasonal residents, aboriginal population) and physical layout of the Municipality (Town, Townsite, Marten River and Lake jurisdictions). These detailed documents outline the long-term vision and objectives for land use and development purposes in the Municipality and are the result of extensive dialogue and community feedback. The adoption of these important planning documents highlights the dedication of Municipal leaders, stakeholder groups and community residents in achieving consensus on a guide for future growth in the community as well as a capacity to work together to implement change. In this regard, the planning foundation has already been established and the Economic Development Strategy should build on these previous efforts.

◆ *Collaboration with First Nation Community*

The Municipality has been working with representatives of the Temagami First Nation (TFN) and Teme-Augama Anishnabai (TAA) and the Ontario Native Affairs Secretariat for a number of years to negotiate the terms of an extensive Land Claim Agreement. This historic agreement is nearing completion and if ratified will result in the transfer of sizeable tracts of Crown land as well as financial compensation as part of the overall settlement. These resources will be used to advance First Nation economic development initiatives, which will have a significant impact on the local economy. This on-going dialogue and negotiation highlights the positive working relationships established between the two communities and potential to work together as collaborative partners as demonstrated by their mutual interest and involvement in pursuing the establishment of a community-based sustainable forestry license and the development of a Memorandum of Understanding.

◆ *Building on its Past*

Temagami has a very unique and colourful history. It has a legacy as a prosperous and industrious community with incredible summer tourism activity. The First Nation community has been an ever-present component of this legacy and its unique culture and heritage has always played a central role in attracting visitors to the area. To this end, Temagami's future lies not so much in looking externally for new development opportunities but in examining the successes of its past to identify practical solutions for the future. The recent announcement of a new mill operation and efforts to pursue a sustainable forest license for Temagami are positive developments for the community which can serve as a catalyst for stimulating additional growth and building optimism and renewed energy among its citizens.

Challenges:

◆ *Economic Instability*

The last 10-12 years have been particularly difficult for Temagami, as the community has struggled to recover from the loss of its major employers (Sherman Mine and Wm. Milne and

Sons saw mill). Since this time, there has been no such large-scale industrial activity and the local offices of the Ministry of Natural Resources, Ontario Provincial Police and Provincial Courthouse have also been closed and centralized in larger Northern Ontario communities. Consequently, a large proportion of available employment for area residents is found outside of the community and many families have left the community to find work.

Temagami has maintained itself in part by continuing to serve as a tourism destination, which also includes a number of lodges and historic youth camps. Over the same period the construction and service industry has continued to provide a strong economic base for the Municipality.

Through it all the community has continued to provide goods and services to travelers on Highway #11. The seasonal nature of the business cycle means local restaurants and businesses have to endure long shoulder seasons where they continually struggle to survive.

◆ *Declining Population*

Given the shrinking economic base and dwindling employment opportunities the Municipalities total population continues to decline. In 2003 there are now only slightly more than 1000 permanent residents in Temagami. Compounding this population decline is the fact that almost 33% of this population is over 55 years of age and nearing their retirement stage. This declining population makes it increasingly difficult to sustain business operations, community services and capital infrastructure in Temagami and makes it even more difficult to attract new investment and promote business development in the community.

◆ *Exodus of Youth*

At present, Temagami's 15-24 year old population represents only slightly more than 8% of the total population but its corresponding unemployment rate is more than double the other age categories at more than 18%. In discussions with local youth, it is obvious that these citizens do not believe there is a future for them in the community and that it is unrealistic for them to expect to work or raise a family in the community. However, the vast majority of these youth expressed a desire to remain in the community if they could and that it would be a great place to raise children. Additionally, given that the community does not have a high school and is currently maintaining a primary school with an overall enrolment of 84 children places additional pressures on parents, families and community leaders.

◆ *Public Attitudes & Perceptions*

Although local residents are proud of their home community, the public consultation process revealed that there is considerable fear, frustration, pessimism, hopelessness and apathy amongst residents regarding the ability of the community to regroup and refocus its efforts on rebuilding a stable and vibrant economy. Given that the community has had so little "good news" for so long a large proportion of the community remains cynical of prospective opportunities for employment and growth, as they have been continually disappointed over the years. Community

residents need to see that they are part of the solution and that their energy, involvement and commitment are vital ingredients to affecting positive change in Temagami.

◆ *External Influences*

Although Temagami's surroundings provide serenity for its residents and visitors alike, the community has been the flashpoint for larger political battles between the forest industry and environmental protection groups as illustrated by the infamous Red Squirrel Road standoff in the early 1990's. This conflict heightened philosophical differences amongst local residents, cottagers and the aboriginal population regarding development of the area's natural resources. More specifically, this larger conflict has served to increase the visibility and political sensitivity of Temagami to the provincial government, which has resulted in excessive scrutiny and/or delays in rendering policy decisions pertaining to the use of the area's Crown Land and/or natural resources.

The provincial government has set in place a comprehensive Land Use Plan to govern the use of Crown Land in Temagami and the Municipality has recently undergone a significant planning process to develop its new Official Plan to guide future land use and development within its Municipal boundaries. To successfully realize this vision it must continue to develop a closer relationship with relevant provincial Ministries such as the Ministry of Natural Resources and Ministry of the Environment to develop policies and regulations which reflect local needs and the long term benefit of the community as a whole.

6.0 Literature Review

In compiling this economic strategy report considerable research was undertaken. The consultant conducted a thorough review and analysis of relevant internal and external economic development literature, which included data from local, regional, provincial and North American sources. The key aim of this literature review process was to assist Temagami in identifying viable priorities for future development.

Local / Internal Analysis

A critical first step in the planning process involved reviewing relevant local economic development planning reports, studies and development proposals which had been previously submitted for Council review. There were numerous reports, feasibility studies and proposals for development in Temagami from a diverse spectrum of perspectives which included some of the following: development of a five-star resort and convention centre, environmental research centre, waterfront development plan, tourism strategy, airport development proposal, Caribou Mountain expansion project, regional recreation trail studies, economic impact of cottaging, establishing a golf course, themed boat tours, forestry management and ecotourism ventures to name but a few. In total, the consultant reviewed over 40 economic development studies and/or development proposals, which had been completed in the past two decades. To this end, there is no shortage of ideas and/or proposals for development. (For a more detailed listing of these previous reports please see the list of documents reviewed in **Appendix C**.)

It was also very useful to review Temagami's Local Government Study and Official Plan as they provided valuable information on recent amalgamation and land use planning policies which will guide all future private land use and development in Temagami. Additionally, Census Canada data provided an excellent demographic profile of the community, which will be invaluable in supporting long-range planning decisions for the community.

Regional Analysis

In addition to local planning reports, the consultant also reviewed a number of similar economic development planning documents prepared by other communities in Northern Ontario such as Sault Ste. Marie, Temiskaming/Cochrane and Kirkland Lake to ensure that efforts were not being duplicated in identifying viable economic development priorities. As well, it was also useful to review newspaper articles from a number of Northern Ontario newspapers and the Northern Business Journal which discussed pertinent issues affecting economic development and showcased successful business development initiatives in Northern Ontario communities.

Provincial Data

In terms of relevant provincial data, the consultant reviewed recent provincial policy developments and economic development initiatives put forward by the Ontario government which included: the Establishment of Tax Incentive Zones in Northern Ontario, Ontario Tourism Marketing Strategy and Rural Economic Development Initiative. As well, a thorough internet review of all available government funding and assistance programs specific to Temagami's

economic development strategy was undertaken and a list of potential funding sources was compiled for subsequent implementation activities.

North American Context

The consultant also reviewed books recently compiled by world-renowned experts and leading-edge thinkers regarding future economic growth to identify key trends and future opportunities for economic growth in Temagami. Some of these authors included Richard Florida who wrote “The Rise of the New Creative Class”, Storm Cunningham who authored “The Restoration Economy” and David Foote who wrote “Boom, Bust and Echo”. Each of these authors provide unique insights and valuable perspectives with regard to predicting the factors which will determine a community’s future economic success and viability. These perspectives were presented and discussed by the EDC and incorporated into the work of the committee.

Additionally, to assist the EDC in establishing a solid context for determining development priorities the consultant prepared a comprehensive background document entitled “*Consumer, Manufacturing & Retail Trends in Canada and North America*” which outlines current and emerging trends and how they could impact on Temagami. This document identifies trends and opportunities specific to travel, tourism, transportation, mining & exploration, forestry, housing, manufacturing, retail goods as well as opportunities presented by the aging population. (The title page and index of this lengthy report are provided in **Appendix D** and the full version of the document can be made available to the reader upon request.)



7.0 Community Consultation Process

The foundation of this economic development strategy is the invaluable information obtained through the project's extensive community consultation process. To this end, the project included more than fifty (50) one-on-one and on-line interviews with community stakeholders, members of the economic development committee and Municipal Council. The consultant also met with the Chiefs of Temagami First Nation and Teme-Augama-Anishnabai from Bear Island, local Legion members and facilitated a series of six (6) community focus groups which focused upon the following topics: *local youth, tourism, downtown image and infrastructure, local business development and retention, arts/culture, seasonal residents*. In addition, there was an online survey which was designed to solicit anonymous feedback from community residents via the internet and individuals were also provided with the opportunity to provide the consultant with written submissions.

A description of each these consultation components and key findings is outlined below.

A) *Personal Interviews & On-Line Surveys*

To obtain information from community members the consultant developed an interview questionnaire which was administered face-to-face via personal interview with identified community stakeholders or individuals who requested an opportunity to be interviewed. (For a complete list of individuals interviewed as part of this project please see **Appendix E**.) This questionnaire was also used as an on-line survey and was made available to community residents via the town's website. (A copy of this interview format is included in **Appendix F**) To this end, the consultant interviewed more than 40 residents and received 12 on-line surveys and a summary of their feedback is provided below.

Feedback from Residents/Stakeholders:

Question:

In your mind what is the single word that best describes Temagami?

Responses:

The words, which recurred most frequently, included *wilderness, peaceful, challenging, frustration, lake, beauty, spiritual feeling, healing, friendly, amazing, heaven and serenity*.

Question:

In your opinion, what is the single biggest obstacle facing Temagami's future?

Responses:

Included some of the following comments:

- "creating jobs and preventing youth out-migration"
- "community is stuck in the past and needs to look beyond mining and forestry for job creation"
- "ability of the community to achieve consensus on a vision for the future"
- "too many agendas and no common goals"

- “inability of all segments of the community to work together cooperatively”
- “culture and attitude of the town often appears closed-minded”
- “Temagami needs capital for redevelopment”
- “there is a lack of leadership re: clear directions and accountability for results”
- “little or no growth is causing out migration and population decline”
- “the MNR is stifling development and job creation in Temagami”
- “change – accepting and embracing it”
- “outside environmental organizations have killed forestry jobs”
- “lack of tourist accommodations”
- “inability to attract external investment”

Question:

If you had all the resources and financing in hand today, is there one big-ticket item you feel Temagami could use today for a stronger and healthier future?

Responses:

- a community centre with recreational facilities
- repair the mine road
- development and promotion of Temiskaming Trail Corridor
- community facelift – redevelopment of downtown core
- implementation of Recreation Master Plan
- waterfront redevelopment
- more accommodations
- more industry and higher wages to keep people here
- our own economic development corporation – to build capacity and follow-through
- develop a new mill and mining operation
- expand Caribou Mountain as a tourist attraction (programs/structures)
- develop a destination resort and conference centre
- develop a large winter tourist attraction
- develop medical facilities for aging population
- establish campsite reservation system – to enhance outdoor experience
- establish a unique ecotourism centre in Temagami

Question:

Are there professional products and services that you have to travel to purchase/access that you feel should be part of Temagami’s overall infrastructure?

Responses:

Respondents acknowledged that they do a considerable amount of shopping outside of the community for clothing, personal needs, technology and big-ticket items. However, it appears that there is potential for establishing the following business operations in Temagami:

- veterinary services and animal boarding/grooming facilities
- additional auto repair and washing facilities
- financial planning and accounting services
- a pharmacy and pharmacist consultation services

Question:

How can Town Council best support economic development in the Municipality of Temagami?

Responses:

- “Council should be more open to development ideas and have a clear process for reviewing proposals”
- “need to think beyond mining and lumber operations and promote other viable opportunities for development which exist via recreation, tourism, arts and culture, heritage sectors”
- “create a positive atmosphere which encourages new ideas”
- “provide leadership in attracting businesses and following through on good ideas”
- “need a vision for the future of the community”
- “ACT – get somebody who’ll do something!”
- “educate and involve the community in developing a renewal strategy”
- “bring people together rather than apart”
- “communicate with and be more supportive of local businesses”
- “try to balance interests of entire community and promote tolerance and understanding of different viewpoints”
- “take control of Municipal land and access points and charge money for accessing and utilizing Crown Land”
- “analyze the broad range of resources we now have and develop them (i.e. ecotours of old growth forests, development of unique marketing campaign, boat tours etc...”

Question:

In your opinion, does Temagami need a 40+ room motel?

Responses:

More than 80% of total respondents said yes to the need for more accommodations in Temagami. They explained that accommodations were needed to enable tourists to visit and stay in the community – but also acknowledged that more attractions and activities would be needed to bring visitors to the community on a year-round basis.

Question:

Do you think Temagami could benefit from the development of a destination attraction such as a golf course, ski hill, museum etc.? If Yes, what type of attraction would be appropriate?

Responses:

90% of respondents believe that Temagami should have additional destination attractions as part of its economic development strategy. For those who said yes, the following attractions were suggested in the following order of priority:

- ✓ golf course
- ✓ heritage attraction (such as a museum on Bear Island)
- ✓ expansion of Caribou Mountain as a multi-faceted attraction
- ✓ ski hill
- ✓ family-focused activities
- ✓ improved hiking trails
- ✓ health spa

- ✓ waterfront park and beach area
- ✓ lake –based attractions
- ✓ high-end resort

For those respondents who said no – there is a strong feeling that the Town and back country already serve as the community’s destination attraction and that efforts should be made to better integrate existing activities and tourist attractions.

Question:

Do you think the community should have a designated body to oversee economic development in the future?

Responses:

More than 87% of respondents feel that the community should have its own designated body to oversee economic development. Some respondents expressed that this entity should be different than the traditional municipal department model and that such a body would need external expertise to be successful.

B) Interviews with Council Members

The consultant also conducted interviews with the CAO, Mayor and Council members to obtain their views on issues pertaining to economic development in Temagami. To this end, a modified version of the resident interview questionnaire was used (see interview format in **Appendix G**).

Key Feedback Received:

Question:

What do you think are the most viable opportunities for economic growth in Temagami?

Responses:

Council and staff identified the following opportunities:

- forestry and mining operations
- tourism promotion and expansion
- establishment of an expanded health centre
- development of a Temagami Maintenance Authority
- development of unique marketing campaign for Temagami
- implement Recreation Master Plan
- develop a cottaging plan for Temagami
- secondary manufacturing of wood products
- promote ecotourism
- development of an up-scale destination resort
- alternate uses of Sherman Mine property (multi-use)
- partnerships with First Nations community re: tourism and industry

Question:

What should the role of Municipal Council be with respect to promoting economic development in Temagami?

Responses:

- “ask businesses what the Town can do to attract and retain businesses”
- “be aggressive leaders – seek out opportunities and implement action plans”
- “promote a unified vision for the community”
- “play a lead role in stimulating cooperation and competition within business sector...”
- “act as a Team (unified front) in providing leadership and direction”
- “create a supportive and business-friendly environment to assist job creation”

Question:

Do you feel like the policies and by-laws of the Municipality are business-friendly?

Responses:

- 2 members felt that there was a lack of existing policies or that this was not a priority area of focus for Council
- 4 members expressed that they were unsure – but that existing policies were not necessarily business un-friendly either
- 1 member said that existing by-laws and policies were not very flexible and that they were not yet “friendly”.
- 1 member felt that the policies and by-laws of the Municipality were business friendly and identified that Temagami has one of the lowest residential to commercial tax rates in the province.

Question:

Do you think that the community should have a designated body to oversee economic development in the future?

Responses:

The development of a formal body to deal with future economic development in Temagami was endorsed by all 7 Councillors.

C) Community Focus Groups

In collaboration with the EDC, the consultant developed a series of 6 focus group sessions specific to the following topic areas:

- A Dialogue With the Youth of Temagami – May 13th*
- Tourism in Temagami – Future Directions – May 14th*
- Temagami’s Downtown: Image & Infrastructure – May 20th*
- Temagami: Open for Business – May 22nd*
- Art Culture & Heritage of Temagami – May 27th*
- Temagami’s Seasonal Residents – July 9th*

Although community participation was not as broad-based as anticipated, there was good participation and feedback provided by those in attendance and each session had at least 15 community participants. Unfortunately, there were no participants from the lake for the Seasonal Residents focus group held on July 9th. These focus group sessions were facilitated by the consultant who solicited responses and discussion to a series of key questions developed for each topic area. A summary of each focus group session is included in **Appendix H** which provides a detailed overview of key findings, observations and critical discussion points.

D) Community Meetings

Meeting with Legion Members

The consultant was invited and attended the April 15th meeting of the Temagami Legion Branch 408. At this meeting an overview of the planning process was provided and members had the opportunity to ask questions and provide their feedback on the proposed Economic Development Strategy. Given their experience and knowledge of the history of their community – they provided a unique perspective on where the community could best focus its efforts to achieve prosperity and growth.

Members identified that the biggest challenges facing the community include the following:

- there is a lack of industry to provide employment in the community
- our forest resources are being “given away” to larger mills in Northern Ontario
- there have been too many studies and too little action re: economic diversification
- the community is controlled to a great extent by Toronto (provincial government) and other organizations whose members do not reside here on a permanent basis
- Temagami’s land and resources are too heavily monitored and regulated (i.e. MNR and Ministry of Environment)

In terms of what Town Council could/should be doing they offered the following suggestions:

- Council should provide tax incentives to businesses who want to locate in Temagami
- Educate the youth of the community re: where prospective business and employment opportunities exist within Temagami.
- Provide leadership and develop a vision for the community

With regard to viable opportunities for economic development in Temagami, members provided the following possibilities:

- Support the development of additional accommodations for visitors to the community
- Re-establish a cruise boat operation on Lake Temagami
- Develop a golf course and driving range on the Sherman Mine property
- Modify some of the existing hiking trails to become multi-use trail networks
- Cultivate customer service skills and train community volunteers to serve as ambassadors during the tourist season.

Meeting With First Nation Leaders

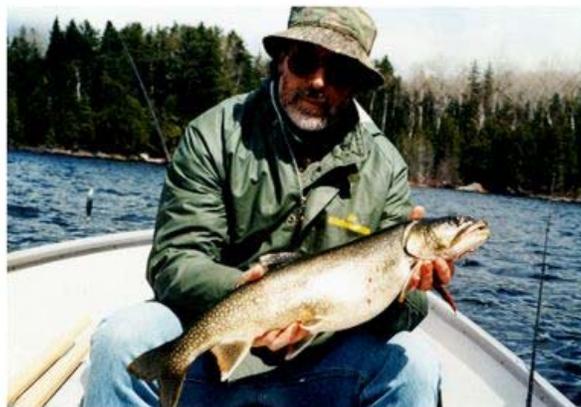
The consultant also met with the Chiefs of Temagami First Nation (TFN) and Teme-Augama Anishnabai (TAA) on Bear Island to solicit their feedback on viable opportunities for collaboration in bringing economic growth to the region. They explained that as part of their current land claim negotiations that they have established a Memorandum of Understanding with the Municipality of Temagami to work collaboratively in a number of areas while the claim is being finalized and that one such area is economic development. To this end, they suggested that they would be interested in partnership and collaboration opportunities in the future which were focused on the following key priorities:

- Development of a management plan for all parks in Temagami
- Pursuing a Community-Based Sustainable Forestry License
- Cottage development is an opportunity for partnership re: developing a cottage management plan (agreements for land use)
- Development of a Joint Economic Development Corporation

Prior to formalizing this collaboration however, the Chiefs pointed out that it was essential for Temagami to define its goals for the future and share this strategy fully with the First Nation community.

E) Written Submissions

A total of 6 written submissions were received which provided a variety of individual perspectives and suggestions on potential opportunities for pursuing economic growth and diversification in Temagami. These submissions included suggestions such as: developing a world class canoe route and training centre, ecotourism operations, developing a waterfront walkway, a dark sky preserve on Caribou Mountain, golf course, guided tour of local fish hatchery, developing a mixed economy and beautifying the downtown core. Almost all submissions acknowledged the inherent beauty and marketability of Temagami on a regional, provincial and international scale.





8.0 Identification of Viable Opportunities for Economic Development

Based on significant research, analysis and extensive community consultation the Temagami Economic Development Committee has identified a number of priorities for further exploration and development. These economic development priorities were deemed to be the most viable and realistic for favourable implementation as well as having a positive impact on long-term economic growth in Temagami. It is understood that each opportunity will require further exploration and review prior to implementation and that this work will be consistent with established community planning processes. Each priority and a supporting rationale for its selection are provided below.

In putting forward these priorities the EDC acknowledges the importance of research and analysis but believes that it is time for action in Temagami. By moving from planning to implementation the strategy document becomes a reality and serves as a mechanism for creating community momentum and support for pursuing change.

□ ***Exploring Opportunities for Growth Within Natural Resources Sector***

Temagami's natural resources are the cornerstone of more than just mining and logging – they are also the cornerstone of tourism. Mining and forestry operations have been a significant part of building and sustaining Temagami and have brought considerable wealth and employment to the community from the early 1900's through the late 1980's. The area has abundant sources of clean fresh water, fish and wildlife. These natural resources are becoming more and more scarce provincially, nationally and globally. If sustainably managed, these natural resources will continue to be locally abundant and a valuable asset to local economic development. The area also has abundant wind and solar energy potential that could be harnessed for local economic benefit. Renewable energy sources are becoming increasingly valuable, are perpetually abundant and are more affordable.

Forestry:

Forestry operations are a major contributor to the national economy as reflected by the following facts:

- The forest sector's contribution to the Canadian economy (GDP) was \$28.5 billion, or 2.9%, in 2001
- Direct employment was 352,800 in 2001, or 2.3% of total employment in Canada.
- Canada is the world's largest exporter of forest products (20.5%)
- Forest products were among the largest contributors to Canada's surplus balance of trade in 2001 (\$34.4 billion)

Source: Natural Resources Canada: Statistics and Facts on Forestry, 2001.

The pending start-up of the new mill operation will be a welcome boost to the local economy as the operation is projected to create 40-60 jobs in the initial phase of its business plan. In discussions with the proponents, this venture has considerable potential to expand its operations by pursuing secondary manufacturing of wood products and exploring additional / emerging markets for local wood products and byproducts. Specifically, there is potential to develop a specialized millwork operation which could produce cabinets and furniture for regional and external markets.

Additionally, there are numerous markets to be explored for utilizing wood and wood by-products in the production of fibreboard for furniture and housing markets (including such things as wall and roof panels, shipping containers, pallets, reels, cement forms, desks, caskets, tables, shelves and doors, golf tees, cooking utensils, toothpicks etc.) The expanding market for engineered (laminated) flooring also represents another opportunity for utilizing local wood products. Additionally, scrap wood chips can also be burned to provide an alternate source of power generation.

It will be important for Temagami to build on the success of the new mill operation and to focus its energy and resources on developing business ventures which capitalize on niche markets for wood products and keep the revenue from these operations in the community.

More importantly, the joint efforts of the Municipality, the TFN and TAA to obtain a Community-Based Sustainable Forest License for Temagami is a critical step towards developing a long-term forestry management plan for Temagami. There will be guaranteed annual revenue to cover the costs involved in operating the proposed SFL and it is expected that this arrangement will bring additional economic benefits to the community in the form of spin-offs and new business development opportunities. It is also expected that a non-profit board of directors from local community representatives, the First Nation Community and the forest industry will govern the SFL. This will ensure that the community will receive maximum benefit from local forestry operations, as larger corporations from outside of the community will not control the local resources. It will also provide the community with collective ownership and responsibility for prudent use of the area's valuable forest resources while respecting the rights and values of the local First Nation population.

Mining & Exploration:

Although there are currently no mining operations in Temagami considerable exploration has been undertaken in recent years with all available Crown land being staked by mining companies

and prospectors. The area has proven copper and iron ore deposits and mining companies and industry analysts speculate that there may also be valuable mineral and diamond deposits as well.

While the community waits for these developments to occur there are numerous opportunities to be explored by examining the available resources within the community's abandoned mine sites. These sites contain valuable minerals, which could be manufactured within Temagami and distributed outside of the community. There is also a considerable demand for utilizing larger stone in landscaping applications both in Northern and Southern Ontario. More importantly, a significant supply of available rock and stones could be crushed into useful and sellable aggregates for road building, railway and construction purposes. "Traditionally, Canada has not developed these secondary and tertiary mineral industries in mining communities, and the profits have not stayed in communities that produced the minerals."²

Temagami has an excellent opportunity to conduct such mining revitalization projects and should continue to support further investigation and partnership development aimed at extracting value from these available resources with a specific focus on enterprises that keep the profits in the community.

Fishing & Hunting:

Temagami is renowned for its exceptional fishing and hunting opportunities. Its cool deep waters and rocky shorelines provide excellent habitat for lake trout, pickerel, northern pike and small mouth bass as well as perch and other panfish. Moose, bear, and gamebirds such as grouse have also been popular for hunters who travel to the area on an annual basis. Although the lodge industry in Temagami is still a significant segment of the areas overall economy it has continued to decline over the past decade. In general, the popularity and overall participation in hunting has steadily declined while anglers are becoming more and more discerning about where they travel to fish. Local lodge owners emphasize that increased restrictions, availability of tags and regulations imposed by the Ministry of Natural Resources have compounded to decrease the overall level of participation in local recreational fishing and hunting activities. The Municipality should encourage the MNR to continue to enhance the angling and hunting opportunities in the Temagami area, and promote these traditional recreation opportunities.

Aquaculture:

Although Temagami has a walleye fish hatchery to support local lake stocking initiatives, there is no aquaculture. Temagami has a number of valuable fish species and venues such as the deep pits of the Sherman Mine Site which could support aquaculture operations on a year round basis. Communities like Sudbury and Manitoulin Island have established successful "fish farming" ventures in this area and may be a useful starting point in the community's exploration process.

Clean Energy Sources:

As hydro costs continue to escalate in Ontario and the federal government is providing incentives to communities to develop clean energy sources – the prospect of utilizing Temagami's wind and solar resources becomes increasingly attractive. Due to global climate change and Canada's commitment to implementing the Kyoto Protocol there is a renewed interest and available funding for establishing "green" energy sources which do not increase ozone depletion. To this

² Summit Consulting, Consumer, Manufacturing & Retail Trends in Canada and North America, May 2003.

end, a number of communities in Ontario and other parts of Canada have conducted wind feasibility studies and established alternate sources of hydroelectricity by installing wind turbines on their local landscapes.

Wind generated energy is clean, provides employment and reduces a community's dependence on local power suppliers. It can also generate profit for the community when excess energy is sold back to the grid. Given that Ontario has recently signed an agreement with the Province of Manitoba to purchase additional hydro-electricity it is certain that supply will continue to be an uncertainty for years to come. This clean energy source can also be sold to power companies, municipalities and other community businesses.

Pincher Creek, Alberta is one such community that has successfully transformed itself by moving towards wind-generated energy. In 1982, this predominantly farming and mining based community decided to install three large wind turbines with tentative public support. Today there are no mining operations but 165 wind turbines, which have transformed the town into an international leader in wind, powered hydro generation.

As there is currently Green Municipal Funding available to investigate the implementation of these alternative energy sources (such as wind monitoring feasibility studies). Temagami should explore the viability of establishing its own clean energy production facilities. There is virtually no risk and incredible opportunity for economic gain.

Water:

According to the United Nations, the world is projected to experience severe water shortages by the year 2040 if current climatic conditions and resource management practices persist. Temagami's lakes, rivers and aquifer provide it with an excellent quality water supply which could be of significant commercial value in coming years. The word Temagami is synonymous with pristine water and measures need to be taken to ensure this water quality is maintained. This could be achieved through the increased utilization of four-stroke engines in watercraft and snow machines and providing additional dumping stations for houseboats, which travel on local lakes and rivers. To this end, it would be useful for the community to investigate opportunities for establishing a bottled water enterprise, which could distribute this commodity to external markets.

□ ***Developing Temagami's Land Base***

As part of the Municipality's recent amalgamation planning efforts, Council has successfully completed its DRAFT Official Plan and has forwarded it on to the Ministry of Municipal Affairs and Housing for approval. As a result, clear guidelines for property development have been established which will enable residential, commercial and industrial property development while at the same time maintaining the integrity and appeal of Temagami's land base for future generations. The Municipality has five subdistricts with the potential for the development of 5 commercial and residential lots on an annual basis. As well, Temagami has an industrial park which has not been fully utilized to date and can certainly accommodate additional industrial activity. By pursuing the development of these lots (through incentives/attractive pricing) the Municipality has considerable potential to expand its tax base while also increasing construction activity which in turn, stimulates the local economy.

□ ***Developing an Economic Development Corporation***

Stimulating economic development requires dedicated community resources and attention. It also requires specialized expertise and a sustained commitment to achieving identified goals and objectives. While the Municipality has undertaken considerable work in recent years to establish Caribou Mountain, White Bear Forest trails and Fire Tower attractions, develop the Temagami Train Station, and support the Chamber of Commerce in promoting Temagami there is much more that could be done to enhance economic development in Temagami. In discussions with Council Members and Staff it was generally acknowledged that while Council has good intentions with regard to promoting economic development they do not have the expertise and/or time required to conduct the requisite research, planning, marketing and follow-up activities to successfully affect change. In short, Council is responsible for creating a positive and supportive climate for economic development to occur. As a result, there is a definite need for additional human resources who can be solely focused on stimulating economic development within the Municipality.

If Temagami is seeking to transform itself into a vibrant, dynamic community the Municipal government will need to solidify community support for a new vision and establish a clear agenda for pursuing economic growth. To facilitate this transition process, the Municipality should invest in developing a nucleus of highly energetic, enthusiastic and dedicated individuals whose primary objective is to explore, recruit, assist, support and implement business development ventures in Temagami. This core group should be a distinct corporate entity with a unique structural flexibility and autonomy to adapt to changing needs and community priorities.

To this end, it is strongly suggested that Temagami establish an Economic Development Corporation or Business Development Corporation focused solely on the incubation, development and retention of business operations in the community. This new corporate entity would assume a leadership role in searching out business development opportunities as well as providing business-to-business mentoring and support in preparing viable business plans for the community.

In this respect, models should be proposed which would seek to bring members of the local business community together and capitalize on their experience and understanding of the local economy to collectively identify and support the development of new business ventures in the community. To this end, a priority activity of the new corporation would be focused on the development of community project teams to implement the development objectives outlined in the Temagami Economic Development Strategy. It would also serve as important mechanism for sharing information with prospective business developers and in providing formal entrepreneurship training and support. More importantly, this new structure could serve as a useful catalyst for creating much needed optimism and positive energy in the community and be a vital instrument in unifying the residents of Temagami.

In terms of structure, it is recommended that a review of similar successful models (locally/regionally) be undertaken to determine the most appropriate and cost-effective design for this new entity. To this end, there are federal government funding programs available to assist in the set up such community economic development planning bodies as well as consultative

support and expertise. This new body should be governed by a community board of directors who are committed to improving the economy of Temagami and be composed of individuals who have experience in the design, start-up and management of successful business operations.

Two unique features of this proposed economic development body will be its staffing and financing. As this new entity will require the specialized services of highly skilled staff it is recommended that the services of an experienced and successful economic development professional be secured on a contract basis to implement the mandate of the new organization. This individual should have a proven track record in coordinating new business development and growth in other jurisdictions and be compensated for achieving agreed upon development objectives for the Municipality. In terms of financing, the new EDC should look towards establishing a Community Venture Fund to support new or existing businesses who have promising development plans/proposals. This fund could be established through private and public sector sources and could also be supported by the local Community Foundation. In terms of its operational budget and on-going financing for the administrative affairs and staffing of the new corporation it is expected that all sources of available municipal, provincial, federal and private sector funding will be explored. A key objective of this new entity would be cost-effectiveness and the long-term goal for the organization would be to become self-sustaining after its initial start-up phase.

□ ***Supporting Local Business Development, Growth & Retention***

As a result of meetings held with local business and property owners, review of available retail, manufacturing and service operations in the community and analysis of current demographic and economic trends, there appears to be a number of viable business development opportunities in Temagami. With the dedicated support and assistance of the proposed new Economic Development Corporation, prospective entrepreneurs and investors could explore and determine the feasibility of starting new business ventures in a number of sectors. Preliminary investigation revealed that there are a number of solid ideas – which if nurtured and followed-up appropriately could lead to new business development in Temagami. These proposed ventures include some of the following:

- ◆ Working with local property owners, private and public investors to establish a microbrewery operation in Temagami.
- ◆ Exploring the feasibility of establishing a professional Guiding School in Temagami, which would develop all season guiding skills and enhance the Temagami wilderness tourism experience.
- ◆ Exploring alternative uses of the Sherman Mine site property including the following:
 - development of an airstrip and aircraft cleaning and storage facility
 - development of a unique golf course
 - development of tourist attractions such as panning for gold, searching for gemstones and/or mine reclamation educational tours
 - a secure storage facility for cottagers

- ◆ Expanding business support services centre for travelers and seasonal residents, which provides access to computers, fax machines, teleconferencing equipment and the Internet.
- ◆ Developing a pet grooming and boarding operation for local and visiting population.
- ◆ Providing accounting and financial planning services in Temagami.
- ◆ Developing additional auto maintenance and cleaning facilities.
- ◆ Exploring the feasibility of developing innovative alternative residential treatment programs for youth (for communities and children's services agencies North of Temagami) along with other health and wellness related centres.
- ◆ Encourage Outdoor Education programs for Youth.
- ◆ Actively encouraging partnerships with the local aboriginal population to initiate cross-cultural ventures between the aboriginal and non-aboriginal communities to promote expanded tourism and economic development in Temagami. The key objectives of these proposed partnerships would be: to work jointly to promote expanded tourism in Temagami, to establish a world class destination attraction in Temagami, create year round employment in the community via ecotourism, education, health, cultural and heritage initiatives and to develop professional careers for area youth and prevent youth out-migration.)
- ◆ Improving municipal infrastructure such as the Access Roads to support local businesses (such as construction contracting companies, which consist of approximately 200 individuals who service the needs of cottagers on Lake Temagami and surrounding lakes.)

With prompt action, provision of appropriate incentives and dedicated resources for follow-up, a number of these proposed ventures could become a reality in less than a year and would not be cost intensive to the Municipality.

While new ventures are important, it is crucial that all efforts be undertaken to retain existing business operations in Temagami. New business development should be geared to new markets and services and not compete or negatively impact existing business operations in Temagami. The new EDC as part of its mandate should work with existing businesses and service providers to ensure that the network of community businesses are operating at capacity. Through the provision of incentives, supports or planning with other operators existing businesses could expand or modify their current activities to meet the changing needs of the marketplace and enhance their on-going viability.

□ ***Expanding and Diversifying Tourism in Temagami***

Tourism is a cornerstone of Temagami's economy and has been ever-present since the community began. Temagami has been and continues to be a summer sanctuary for cottagers and

travelers seeking to experience the beauty of this wilderness paradise. Historically, tourism has coexisted with the mining and forestry industry in providing a successful mixed economy for the community. In addition, tourism has provided the community with an economic base, which has allowed Temagami to endure the traditional boom and bust cycles of the primary resource industry.

The vast majority of Temagami's land base consists of Crown Land (90%); this land affords numerous opportunities for outdoor recreation and leisure activities. There are very few areas in North America which compare to it and some of the area's unique features and benefits include:

- more than 2,400 km of interconnected lakes, rivers, portages and land base as large as Algonquin Park and a resulting canoe route network that is more extensive than those in either Algonquin (1600 km) or Quetico (1,400 km) provincial parks.
- cliffs, pine vistas, low wetlands and island dotted lakes provide a wide variety of scenery and the rugged topography provides excellent hiking, mountain biking, cross country skiing and dog sledding routes.
- a large network of groomed snowmobile trails.
- hunting, fishing and canoeing have been favourite activities in the area for more than 100 years.
- the oldest youth canoe-tripping camp in the world, located on lake Temagami which has been active since 1893.
- the area also has a wealth of Native heritage sites, some of which are thousands of years old and include sacred sites, campsites, portages and settlement sites.

Source: The Temagami Recreation Area Strategy, Ontario Ministry of Natural Resources, 1997

Tourism has a considerable impact on the economy of Temagami and Northern Ontario as reflected by the following facts outlined below.

FACTS ABOUT TOURISM:

- ✓ Tourism is a significant component of Northern Ontario's economy. In 2000, 12.4 million visitors in Northern Ontario accounted for \$1.8 billion in visitor expenditures in the tourism industry.
- ✓ The Northern Ontario Tourism sector (not including Muskoka) accounted for 25,745 direct jobs and 17,550 indirect jobs in 2000.
- ✓ Ontario itself is Northern Ontario's largest tourism market accounting for more than 65% of visitors to the region. Of these, slightly more than half are from Southern Ontario with the remainder from Northern Ontario.
- ✓ Just over 20% of visitors to the North are from the United States. American visitors are primarily from the Great Lakes border state. 10% of visitors are from other Canadian provinces – primarily Manitoba and less than 2% of visitors are from overseas.

- ✓ Of the 43 million overnight visits in Ontario in 2000 approximately 7.7 million (17.8%) were to Northern Ontario. Of these visitors, 55% identified that they were traveling for pleasure purposes.
- ✓ Northern Ontario attracts 20% of Canadian outdoor enthusiasts who travel within Ontario. Hunting and fishing account for 3.8 million overnight person visits to Ontario with close to 40% of these visitors coming to Northern Ontario. American visitors are twice as likely to visit to hunt or fish (46%) than Canadian visitors (22%). The ratio of anglers to hunters is 9-1 among Canadian visitors to the North.
- ✓ Resource-based tourism is a key segment of the North's tourism industry. It refers to tourist activities that make use of Crown natural resources in Ontario. It includes a wide variety of outdoor activities ranging from the traditional hunting and fishing to eco and adventure tourism activities such as wildlife viewing to rock climbing.
- ✓ The Northwest region attracts 65% of resource-based visitors to the North; the Northeast 25%, and the Manitoulin/Parry Sound region 10%. Resource-based tourists generally visit for about a week with six of the nights being in that location. This group generally tends to have return travel to the same area.
- ✓ Ecotourism is the fastest growing segment of the tourism industry globally at 4-10% per annum and nature/ecotourism generates 7% of all international travel. Nature and adventure tourism products account for a larger portion of international clients than any other Canadian Tourism products. (Green Tourism Association Website www.greentourism.ca)

These figures confirm the importance of tourism in Temagami and also highlight a number of areas for future diversification, which could bring more tourists to the area. These opportunities for Temagami and other communities in Northern Ontario include capitalizing on the following unique characteristics of the local environment which include:

✓ ***Unsurpassed Natural Surroundings:***

Global forecasts indicate that travelers are seeking vacations that bring them closer to nature and the outdoors. Outdoor activities are the “hook” that brings visitors to the region and the North has the natural environment to build a wealth of outdoor activities: Hiking, bicycle tours, horseback riding, golfing, bird/animal watching, nature photography, viewing old growth forests, scuba diving, kayaking, canoeing, sailing, back country camping, skating, ice climbing, skiing, tobogganing, dog-sledding in addition to the traditionally strong draws of hunting and fishing.

✓ ***Resource-Based Tourism Diversification:***

Diversification opportunities can be identified by analyzing local resource advantages such as fish and wildlife populations; navigable lakes and rivers, trails and public facilities; archaeological and cultural attractions; unique vegetation and ecological features. Potential product packages can be developed based on these resource advantages (i.e. catch and release fishing, wildlife viewing, water adventures etc.)

✓ ***Capitalizing on Trail Systems:***

Well-maintained trails provide the infrastructure required for resource-based tourism diversification. Current trends in eco-tourism, heritage/cultural tourism and adventure tourism emphasize the importance of Northern Ontario securing a presence in trail development opportunities that will accommodate the demands for accessing parks, protected areas, cultural resources and wildlife viewing.

✓ ***Cultural and Heritage Attractions:***

Outdoor activities could be augmented with attractions focused on cultural or heritage experiences, arts and crafts, antiques, festivals, galleries and museums. These experiences provide a valuable way to enhance a visit to the region and may serve as an alternative to outdoor activities. Development of this “dual track” experience is a key strategy for Northern communities interested in building a stronger tourism market and could strengthen all-season appeal of Northern destinations.

✓ ***Aboriginal Heritage:***

With their close relationship to the land and their unique cultural history, Aboriginal communities are especially well positioned to create this dual track tourism experience. In 1999, 62,000 visitors indicated that Aboriginal/native cultural events were the main purpose of their overnight visit in Northern Ontario.

Sources: Statistics Canada 2000 Canadian and International Travel Surveys
Ministry of Northern Development and Mines
International Adventure Travel and Outdoor Sports Expo – 2003 Outdoor Enthusiast Survey

At the present time, tourist attractions in Temagami include activities such as: camping in the area’s Provincial Parks and backcountry, staying at traditional hunting and fishing lodges and/or ecotourism lodges and outfitting operations, canoeing and kayaking, hiking extensive trail systems, viewing old growth forests, visiting Caribou Mountain Interpretive Centre and Firetower Lookout, visiting the Temagami Train Station, visiting Aboriginal culture and heritage attractions, participating in motorized winter and summer recreational activities, houseboat excursions on Lake Temagami and visiting local art galleries and craft venues. There are also a number of proprietors who provide professional day spa services, art classes, aerial tours, photography and educational trap-line tours which are newly emerging trends in the local tourism industry.

While there are a number activities and attractions in Temagami for the most part they are not well integrated or packaged for visitors to the area. Many individuals interviewed have also identified the need for professionally guided tours of the region to enhance the “Temagami Experience”. The community could also benefit from the addition of new attractions to keep visitors for longer periods of time and attract families to the area. However, the lack of available accommodations in Temagami (especially in the summer months) makes it difficult to attract visitors for overnight stays. New attractions will require a considerable investment of time and financial resources but the investment is vital if the community is looking to enhance its

reputation as a tourism destination. Based on the majority of feedback received via interviews and community focus groups these new attractions should build upon Temagami's existing amenities and natural resources and be packaged as part of the overall tourism experience.

Furthermore, although the Tourism Information Centre (operated by the Chamber of Commerce) has undertaken significant work in preparing marketing materials for visitors to the area such as a recent CD providing information on events and activities in the Municipality of Temagami, there is much more that could be done to professionally market Temagami as a tourism destination. At present, there is only one part-time staff funded to carry out all of the administrative and promotional activities of the organization and more resources are required to execute this important community promotion function. As well, the Information Centre could benefit from additional signage, which would improve its visibility in the community.

As mentioned earlier, Temagami is a brand name, which has widespread recognition that other corporations and entities only dream about. However, little research and data collection has been undertaken on an annual basis to track where visitors are coming from as well as their corresponding activity and spending patterns. This information is crucial for identifying target markets and developing successful tourism promotion strategies for Temagami and should be a top priority.

Finally, with respect to tourism and receiving visitors to the area, there appears to be a need for enhancing customer service training so that visitors experience a friendly, courteous and welcoming introduction to the community. Public education regarding the importance of serving as community ambassadors for visitors to Temagami should also be undertaken on a consistent basis to highlight the positive impact it can have on referrals and return visits to the area.

□ ***Promoting Partnerships with First Nation Community***

According to the recent Memorandum of Understanding established between the Municipality of Temagami and the local First Nation community: "The Temagami First Nation, the Teme-Augama Anishnabai and the Municipality of Temagami recognize that future political, economic, social and cultural, growth, development and prosperity are dependent upon a positive interdependent relationship with respect to one another's government, laws and citizens."³

This historic agreement between the First Nation community on Bear Island and the Municipality of Temagami represents a significant opportunity for both parties to work together in improving the overall economy and quality of life in Temagami. The final settlement provides the Temagami aboriginal community with a mix of land and cash resources for economic development initiatives which will have considerable impact on the local economy.

Accordingly, there are numerous areas in which the two parties can collaborate and share their combined resources and expertise in creating wealth and maintaining the integrity of the land and resources of the region. These collaborative opportunities include working together in

³ Memorandum of Understanding Respecting a Process for Harmonization Arrangements Between Temagami First Nation, the Teme-Augama Anishnabai and the Corporation of the Municipality of Temagami, January 23, 2003.

developing primary and secondary resource industries, land-use planning, developing a partnership to control access and rehabilitate Crown land and expanding tourism activities in the area. The recently established MOU agreement also identifies the potential for developing a joint Economic Development Corporation which if pursued could consolidate the resources of the two communities and strengthen the capacity of the region to improve the local economy.

More specifically, the unique history, culture and spirituality of the local aboriginal population are successful components to diversifying and enhancing the tourism experience in Temagami. Aboriginal cultural and heritage attractions are a significant draw for tourists who come to Northern Ontario and there are numerous possibilities for establishing joint ventures, which can bring mutual benefit to Temagami and the First Nation Community.

As these joint endeavors and initiatives will bring long-term mutual economic benefit to both aboriginal and non aboriginal citizens in the region, all efforts should be made by the Municipality to continue to foster supportive, collaborative and strategic partnerships with the local First Nation community.

□ ***Becoming a Model for Sustainable Development***

The Canadian government has recently endorsed the Kyoto Protocol, which calls for all nations globally to work together in reducing the emission of greenhouse gases into the atmosphere, which contribute to environmental pollution and climate change. Governments nationally and internationally are recognizing the importance of preserving and protecting the natural environment and are adopting policies, which support the principles and philosophy of sustainable development. In addition to traditional industries as a focus of prospective economic development in Temagami there is also an opportunity for the community to elevate its status as a model for sustainable development. In so doing, the community could seek to attract industries and external investment by promoting itself as a “green” community and develop and showcase businesses, which are environmentally friendly. (For definitions of the terms “Sustainable Development” and “Green Community” please see information provided in **Appendix J.**)

To this end, Temagami should endeavour to serve as a centre for public/private research and development specific to creating environmentally friendly technologies, products and resource management practices. Under this approach Temagami could serve as an emissions-testing site for automobile / boat and other recreational vehicles, pursue the development of solar and wind generated energy systems and showcase innovative primary resource management practices such as a Community-Based Sustainable Forestry License. It could also provide education on innovative waste management and landscape rehabilitation methods. For example, the community of Spry Cove, Prince Edward Island installed an ecologically friendly sewage treatment plant called the “Living Machine” which processes human waste and returns its by-products back to the earth as useful nutrients for plant growth. It now attracts 700 visitors each week who pay admission to tour this new sewage treatment facility. (For more details on the Living Machine please see information included in **Appendix I.**)

There is international support for sustainable development practices, which preserve the integrity of the environment and do not contribute to resource depletion or pollution of the world’s

atmosphere. Governments and businesses are becoming increasingly aware and accepting of these new standards and practices and there is an ever-expanding market for these ecologically sensitive and ethical products and services. Focusing on renewable resources and technologies represents a key opportunity for Temagami to create a new industry and employment and attract public and private sector investment within the community. By moving in this direction, Temagami should proactively capitalize on a growing trend that is here to stay and strategically position itself so that it can be less dependent on its traditional engines of economic growth. This sustainable development approach is not a new concept and was presented as a key alternative for economic growth in development in Temagami's most recent Economic Development Strategy compiled by Ogilvie, Ogilvie & Company in 1989.

□ **Promoting the Arts in Temagami**

Despite its relatively small population base, Temagami is blessed with a number of highly talented artists and artisans. The area is home to numerous aboriginal and non-aboriginal painters, sculptors and skilled craftspeople whose work is well known and collected by people both within and outside of the community. However, apart from a small number of designated galleries in town, expositions in the summer and opportunities to display and sell their works in local gift shops, there is no coordinated effort to showcase the excellent work of these talented individuals.

During the community focus group meeting regarding the arts in Temagami it was identified that local artists play a key role in contributing to the town's summer tourism experience and that much more could be done to promote the arts in the community. To this end, there was unanimous support for the establishment of a local Arts Council or committee which would bring the arts community together to identify and develop art-related business opportunities in the area. As part of this work it was identified that this body could work together to pursue the following priority objectives:

- ✓ Organizing an annual Art Tour (featuring the work of local artists)
- ✓ Establishing an arts/crafts gallery in the downtown corridor
- ✓ Inviting regional artists to annual expositions in Temagami and promoting the work of local artists in other Northern and Southern Ontario communities
- ✓ Expanding and promoting summer theatre productions as an additional tourist attraction in Temagami.

Promoting the arts in Temagami not only enhances the image and value of the community as a tourism destination but also contributes to a higher quality of life for local residents.

□ **Roads**

The maintenance of municipal infrastructure such as roads is essential to supporting economic development in Temagami as they are used for the transportation of people, goods and services. Some municipal roads are more important than others in terms of supporting economic activity and providing access to the area's lakes and recreational land.

All means of access are important to the Municipal economy. They provide access to surrounding lakes for cottagers, permanent residents, First Nations residents, tourists and a sizeable construction industry that services the needs of seasonal residents. The Access roads are heavily traveled each summer and winter. There are also a number of other important regularly maintained access points within the Municipality.

□ ***Improving the Visual Appeal of Downtown Core & Waterfront***

There appears to be unanimous consent that Temagami's downtown corridor is in need of upgrading. Improving the visual appeal and aesthetics of the community's downtown and waterfront would enhance the image of Temagami and influence travelers on Highway #11 to stop and shop in Temagami. This is especially true given that traffic figures provided by the Ministry of Transportation Office in North Bay indicate that the average annual daily traffic through Temagami on a 24-hour period was 4,000 in the year 2000. This figure was even higher for the summer period (from the end of June to September) where there were 5,500 vehicles. The percentage of trucks and/or commercial vehicles represented in this traffic was 23.9%.

There is much that could be done to improve the appearance and functionality of this corridor that would not involve a significant outlay of financial resources. In fact, a focus group regarding Temagami's Downtown Image and Infrastructure revealed that there is support for the recently established Business Improvement Area (BIA) to serve as a volunteer downtown beautification committee which could focus on developing an action plan to undertake the following priority activities:

- Developing unique and uniform signage (both within downtown and at each end of the Municipality)
- Enhancing roads, walkways, storefronts and waterfront and identify other communities who have successfully undertaken similar projects
- Improving parking for recreational vehicles and trailers
- Improving lighting and removing overhead power lines
- Adopting a uniform colour scheme for buildings
- Improving rest areas and overall cleanliness of downtown

As part of an overall beautification strategy the concept of a waterfront boardwalk emerged continually in the community consultation process which affirms earlier community studies which asserted that: "A well-planned and landscaped boardwalk around the waterfront area would serve to connect all waterfront attractions and facilities."⁴ Modifications and improvements to the downtown corridor will require funding and volunteer resources, however there are a number of government funding programs available to undertake such revitalization initiatives (such as the rural Economic Development Initiative sponsored by the Ontario Ministry of Municipal Affairs and Housing and Trillium Fund etc.)

⁴ The IBI Group, Temagami Waterfront & Tourism Development Study, November 1985.

□ ***Developing Additional Accommodations***

The stakeholder consultation process revealed that there is widespread support for the establishment of 40 + room motel in Temagami. The vast majority of respondents identified that a higher end resort style motel would be very beneficial to the community as it could serve as the focal point for attracting tourists to the area and be a useful mechanism for packaging the existing tourism activities and attractions in Temagami. Consequently, such accommodations would enable tourists to take in a variety of activities during the day and return to luxurious rooms with first class amenities in the evening. This finding is also consistent with earlier community studies, which identified that... “The establishment of a fully serviced Hotel/Motor Hotel of about 30 units catering to the upper income levels would help to reinforce the already present market for visitors with above average incomes. In conjunction with a meeting facility or community oriented centre, a hotel would help create a major focal point for visitors to the Village.”⁵

As well, such accommodations would also enhance the capacity of Temagami to host community festivals and recreation events such as hockey tournaments and winter carnivals and provide much needed lodging to snowmobilers who currently by-pass the community in favour of other stop-over destinations.

Although there was a general acknowledgment that existing motels were having a difficulty with their occupancy rates in the off-seasons, numerous respondents also identified that there was a need for a range of additional accommodations in Temagami to address the needs of different types of travelers to the community and to create productive competition. This could include bed and breakfasts, lake-based hostels, overnight lodging for business travelers, condominiums and apartments. In the shorter term however, it was identified that it would be beneficial to encourage local accommodations providers to come together to identify options and alternatives for meeting their capacity and maintaining their on-going viability in Temagami. This could include undertaking joint marketing and promotion of lodging to identified target markets in surrounding communities.

Additionally, based on demographic trends and the overcapacity of the Muskokas it also appears that there could be a viable market for the development of second homes/condominiums for the external cottage market. These homes/codominiums could be placed on land near the downtown, adjacent to the waterfront, or on other nearby lakes and be marketed to higher income individuals residing in communities within a 2-4 hour radius of Temagami.

□ ***Upgrading Temagami’s Telecommunications Infrastructure***

Although Temagami is located only 1 hour away from North Bay and 45 minutes from the tri-towns it has poor cellular phone coverage unless you are on the lake near town or are on the outskirts of the Municipality. This makes business and personal communications difficult for local business operators, business travelers, visitors and community residents alike. To this end, according to a recent Northeastern Ontario Communications Network (NEONET) announcement

⁵ The IBI Group, Temagami Waterfront & Tourism Development Study, November 1985

in early June 2003, funding had been received from the Northern Ontario Heritage Fund to install 20 cellular phone towers in the catchment area. Temagami has been identified as a site to receive one of these towers and this should be installed within the next year.

In addition, although the Municipal offices and public library have access to high-speed Internet, local businesses, residents and community organizations do not yet have access to this new technology. Furthermore, the use of available videoconferencing technology as a valuable business, health and education communications tool has not been fully explored by the Municipality. Consequently, to improve local communications capacity in Temagami it is strongly recommended that the Municipality seek to upgrade its current telecommunications infrastructure as soon as possible.



9.0 Proposed Implementation Strategy [Action Plan]

Through considerable research, consultation and community dialogue it has been determined that the best potential for long-term economic growth and development in Temagami lies in pursuing a diversified economy which builds on the unique strengths and comparative advantages of the community.

Consequently, it is recommended that the Temagami Economic Development Committee pursue additional funding to conduct the requisite research & development and associated community planning over the next 24 months to implement the following priority objectives:

1. NATURAL RESOURCES SECTOR DEVELOPMENT

The Vision:

Temagami's natural resources have been and will continue to be the foundation of Temagami's economy. All efforts should be made to capitalize on these valuable resources while maintaining the integrity of the existing landscape and ecosystems.

Recommendation:

Consistent with the philosophy and principles outlined in the Temagami Land Use Plan that Temagami continue to explore viable opportunities for economic growth and development via its available natural resources.

Objectives:

- The Municipality in partnership with the Temagami First Nation and Teme-Augama Anishnabai continue to pursue the establishment of a Community-Based Sustainable Forest License for Temagami.
- To develop an educational attraction for visitors to the community which showcases the local forestry industry and its operations and practices.
- To pursue viable development opportunities within the forestry sector (including primary and secondary manufacturing of wood products.)
- To pursue viable development opportunities within the mining and exploration sector (including alternate uses and markets for existing resources such as aggregates and other precious rocks/minerals).
- To explore and identify viable opportunities for development via aquaculture.
- To explore and identify potential markets for local water resources.

- To explore and identify viable opportunities for local energy production via wind, solar and water sources.

Action Plan:

- i) Establish a local project team to explore and identify viable opportunities for secondary manufacturing of wood products, and by products.
- ii) Explore feasibility of utilizing existing resources on the Sherman Mine site for further business development (i.e. aggregates, extracting soapstone, quarry rock).
- iii) Explore feasibility of establishing a local aquaculture operation in Temagami.
- iv) Explore feasibility of establishing a bottled water operation in Temagami that includes the protection of water resources for the community.
- v) Explore feasibility of developing alternative energy sources for local use and/or distribution via local wind, solar and water sources and secure resources to implement.
- vi) Explore and provide all available incentives and supports to encourage the establishment of business operations in Temagami. (i.e. Tax Incentive Zones, development costs, access to land etc.) This assistance and support will be focused on those businesses, which keep their financial resources in the community.

2. DEVELOPING TEMAGAMI'S LAND BASE

The Vision:

Temagami has a significant base of commercial, industrial, residential and cottage land available for development. By promoting the development of this property the Municipality can expand the tax base while also stimulating the local economy, and creating jobs.

Recommendation:

That the Municipality of Temagami develop a coordinated strategy to maximize appropriate land development, consistent with the development guidelines outlined in the Official Plan and Temagami Land Use Plan. Promote areas and activities that have the potential to create jobs.

Objectives:

- To pursue the development of available industrial, commercial, residential and cottage properties within the 5 neighborhoods of the Municipality.

Action Plan:

- i) Compile an inventory of all available industrial, commercial and residential land within the Municipality for prospective development purposes.
- ii) Pursue development of the Municipality's Lot Creation Plan. (There is potential for the development of 25 new lots on an annual basis.)
- iii) Market available property and infrastructure services available within the Industrial Park.

3. ECONOMIC DEVELOPMENT AGENCY

The Vision:

The establishment of a cost-effective, flexible and responsive entity whose sole purpose is to promote business development and growth will greatly assist Temagami in its efforts to become a dynamic and prosperous community.

Recommendation:

That an arm's length governance body be established in the Municipality of Temagami to oversee project development and implementation of the priority objectives outlined within the Temagami Economic Development Strategy.

Objectives:

- To establish a non-profit corporation whose primary objective would be to stimulate and enhance economic development in Temagami. "Team Temagami" or "Temagami Tomorrow" would coordinate planning as well as play a lead role in identifying, exploring, supporting and implementing economic development ventures in the community.
- In addition, this body should also serve as a community resource group for providing information, consultation and support to business owners and prospective entrepreneurs within the community who have viable business development ventures/ideas. This body should be composed of community representatives committed to working together to improve Temagami, and should also have dedicated professional and administrative staffing support. These specialized staff resources would be contracted for a set term and be compensated according to results achieved for the community.

Action Plan:

- i) To identify working models and structures of similar successful economic development corporations and options available for the establishment of Temagami's proposed EDC. This would include approaching the Federal government for support and technical assistance as well as consulting with other relevant community economic development bodies who have already been through the process.

- ii) Recruit first Board of Directors and Develop vision and mandate for the organization.
- iii) Pursue legal incorporation as a non-profit entity.
- iv) Secure appropriate professional and administrative staffing support to oversee project coordination and implementation and develop operational plan for the new organization.
- v) Develop community project teams to assist with planning and implementation activities specific to each category identified within the Temagami Economic Development Strategy Report.
- vi) Develop a clear set of evaluation criteria for the EDC to utilize in assessing the merit of individual development proposals and projects. Prospective projects would have to meet a number of these criteria to obtain support and assistance for further implementation. These criteria (consistent with existing values and community planning processes) should include some of the following:
 - Supports economic diversification
 - Generates employment or self employment in the local community
 - Has a high potential for growth
 - Brings new wealth to the community
 - Encourages private sector growth
 - Has a high probability of success
 - Expands the Municipal tax base
 - Supports existing infrastructure
 - Expands above-average wage jobs
 - Cost-per job factor
 - Has evidence of long-term commitment to the community
 - Is creative and innovative
- vii) Identify available funding sources and pursue the establishment of a venture capital and community marketing fund to support business development in Temagami.
- viii) Provide entrepreneurship training and business mentorship programs in Temagami.
- ix) Provide dedicated consultation & support to entrepreneurs in developing effective business plans.
- x) Prepare public education campaign regarding the importance of spending locally and the importance of minimizing the leakage of local dollars outside of the community.
- xi) Seek funding support for on-going operation of the corporation (public & private) the goal of the corporation would be to become self-sustaining after it becomes operational.

4. LOCAL BUSINESS DEVELOPMENT GROWTH & RETENTION (Manufacturing, Retail and Service Sectors)

The Vision:

Supporting existing business operators and assisting in the development of new business ventures in Temagami will create employment and long-term economic stability for the community.

Recommendation:

That the newly established Economic Development agency work with existing and prospective business owners and community groups to develop viable business ventures in Temagami and create local employment and enhanced local economic growth.

Objectives:

- To foster, support and coordinate planning activities with the local and external business community to develop new business enterprises in the manufacturing, retail and service sectors in Temagami.
- To identify viable opportunities for business development and conduct the necessary market research to bring these enterprises from the conceptual to implementation stage.
- To support and retain existing businesses operating in Temagami, which may include customer service training, interaction with other similar businesses, and advertising.

Action Plan:

The EDC to foster, support and coordinate planning activities with the local business community to develop viable business ventures. These initiatives could include some of the following:

- i) Work with local property owners and developers (identified through the community consultation and research phase of the project) to establish a Microbrewery in Temagami.
- ii) Compile an inventory of existing home-based businesses in Temagami.
- iii) Explore the feasibility of establishing a formal Guiding School in Temagami.
- iv) Explore alternate uses of Sherman Mine site such as: (air strip & aircraft cleaning and storage facility, diving school, golf course, mining reclamation tours etc.)

- v) Explore the feasibility of establishing a Business Support Services centre for local citizens, travelers and seasonal residents (access to computers and communications technology.)
- vi) Explore the feasibility of developing pet grooming and boarding facilities in Temagami.
- vii) Explore feasibility of developing innovative Mental Health Treatment Programs for Youth (for children residing in and beyond Temagami), or other health and wellness related centres.
- viii) Recognize the growing popularity of community festivals and the importance of attracting individuals for these special events. As a part of this process it would be useful to examine available temporary and transient accommodations options within Temagami to support the hosting of such events.
- ix) Explore partnership opportunities to initiate cross-cultural ventures between the non-aboriginal and aboriginal communities to promote expanded tourism and economic development in Temagami.
- x) Encourage the development of a truck stop/rest area, along Highway #11, but not in the town center.

5. TOURISM

The Vision:

Tourism is a cornerstone of Temagami's economy and developing activities and attractions which enhance and promote the area as a tourism destination will bring increased investment to the community.

Recommendation:

That tourism be pursued as a priority for year round development and diversification in Temagami.

Objectives:

- To establish a number of quality attractions and activities which will bring more people to Temagami on an annual basis. These attractions should build on Temagami's natural resources and amenities and should be integrated and packaged as part of the "Temagami Experience"

- To promote traditional and emerging tourism activities in Temagami such as ecotourism, learning tourism and health tourism.
- To foster positive customer service and enhance local hospitality to visitors.
- To identify target markets and develop innovative strategies to market Temagami as a world class tourism destination.

Action Plan:

- i) Establish an association of the existing businesses which already provide professionally guided tours utilizing the comprehensive range of trail and water routes in the area to better integrate, and market local tour opportunities. These would include hiking, boat, kayak/canoe, plane, horseback, snowmobile, snowshoe, cross-country skiing and sled dog tours. This would enhance the capacity of local tour operators to meet the needs of tourists and foster collaborative referral business activity.
- ii) Expand Caribou Mountain as a destination attraction (Tower, Interpretive Centre, walk through old-growth forest, planetarium etc.)
- iii) Work with the Ministry of Natural Resources and encourage/assist local Stewardship Council to develop policies and regulations which support the hunting and fishing industries in Temagami (explore stocking limits on Lake Temagami, length of seasons and conservation practices.)
- iv) Offer customized customer service and hospitality training for local businesses that sell products or provide services to visitors.
- v) Work with Temagami Train Station – to develop heritage attractions and revenue generating capacities, which sustain its ongoing viability. (The Train Station will become the hub of the downtown core and should be a showcase for Temagami.)
- vi) In collaboration with the Chamber of Commerce develop a professional Tourism Marketing Campaign for Temagami – Capitalize on Temagami Brand and identify target markets (North, South, and International.)
- vii) Develop a more visible and integrated Tourism Information Centre in Temagami.

6. PARTNERSHIPS WITH THE FIRST NATION COMMUNITY

The Vision:

Developing supportive, collaborative and strategic partnerships with the First Nation community will bring mutual long-term economic benefits to the region.

Recommendation:

That Temagami continue to explore and develop cross-cultural business ventures, which will promote economic development in Temagami. These strategic partnerships could be focused on developments specific to commercial and industrial enterprises, tourism, health and wellness, art, culture, heritage, and spirituality.

Objectives:

- To promote collaborative ventures between the aboriginal and non-aboriginal communities in Temagami to enhance overall economic growth and development and establish Temagami as a world-class tourism destination.

Action Plan:

- i) Build upon the collaborative efforts of the Memorandum of Understanding recently established between the Municipality of Temagami, the Temagami First Nation (TFN) and the Teme-Augama Anishnabai to identify mutually beneficial land use and development projects. This government to government agreement is a useful mechanism for initiating joint venture opportunities for collaborative resource sharing, stewardship, promoting cultural and traditional activities and joint economic development planning.
- ii) Continue planning efforts towards the implementation of the Recreation Master Plan, which is included in the Temagami Land Use Plan.
- iii) Work in partnership with the First Nation community to develop a Cottage Management Plan.
- iv) Continue dialogue and planning to explore the viability of establishing a Joint Economic Development Corporation for the area.

7. BECOMING A MODEL FOR SUSTAINABLE DEVELOPMENT

The Vision:

Governments nationally and internationally are adopting policies to preserve and protect the earth's environment. Temagami's economy is already interdependent with its natural environment and the community has tremendous capacity to be on the front-end of the design and development of new environment friendly technologies, products and practices which promote sustainable development.

Recommendation:

That Temagami become a model community for sustainable development practices and seek to attract external investment in the community by promoting itself as a "Green Community". (For definitions of the terms "Sustainable Development" and "Green Community" please see information provided in **Appendix J.**)

Objectives:

- To establish a vision and applicable model for Temagami in becoming a "Green Community" and explore opportunities for economic growth and diversification which are consistent with the principles of sustainable development.
- To serve as a centre for public/private research and development re: environment friendly technologies/products and resource management practices (such as an emissions testing site for automobile/boat and recreational vehicle motors and new primary resource industry management approaches such as the Community-Based Sustainable Forestry License). This research and development could also be focused on innovative waste management practices, alternative energy sources and restoration of the environment.
- To showcase the old growth forest and trail systems in Temagami and educate the public on how this resource will be preserved for future generations.
- To showcase the Provincial Parks within Temagami.

Action Plan:

- i) Conduct market research to identify corporations and industries that could partner with Temagami in research, design and/or evaluation of their new products, technologies or services.
- ii) Work with community stakeholders to promote the old growth forests and trail systems as tourism attractions in the Temagami area. (The Caribou Mountain site could be a centerpiece of such attractions.)

- iii) Work with Provincial Parks staff, the First Nation Community and community volunteers to continue efforts to develop a Maintenance Authority for Crown Land in Temagami. This group would provide public education, conduct maintenance and rehabilitation of campgrounds and determine fees for utilizing Crown Land in the region.
- iv) Work towards implementation of the Crown Land Recreation Strategy.

8. THE ARTS

The Vision:

A healthy arts community will play a significant role in making the entire Municipality of Temagami an even more vibrant and creative place to live, work and play.

Recommendation:

That Temagami incorporate the arts as a key component of its overall long-term economic development strategy.

Objectives:

- To showcase the excellent work of local artists and artisans and enhance the tourism experience in Temagami.
- To raise community awareness and have the arts recognized as a key to the future prosperity of the region.
- To bring the arts community together to work on common objectives and development opportunities.

Action Plan:

- i) Build partnerships amongst local artists and with the Municipality to identify prospective opportunities for development and to initiate a community planning process.
- ii) Step One: Bring local artists together to adopt a vision, identify a proposed organizational structure and develop a strategy. Time Frame: fall 2004 (This could result in the creation of local arts Council or committee for planning purposes.
- iii) Organize and host an annual Art Fair (featuring the work of local artists). Suggested Time Frame: Have first Art Fair in the Summer of 2005. Suggest first long weekend in August and Caribou Mountain as the designated location.
- iv) Establish an Arts/Crafts Gallery and Studio Space in downtown corridor. (Local arts community to explore options in Fall/Winter 2003/2004.)

- v) Invite regional artists to annual expositions in Temagami and promote work of local artists in other Northern and Southern centres.
- vi) Expand and promote summer theatre productions as an additional tourist attraction in Temagami.
- vii) Explore potential for growing the Art Fair into a regional event including as many art forms as possible.

9. ROADS

The Vision:

Investing in the upgrading of heavily traveled municipal roads is a critical component in facilitating the safe and effective transfer of people, goods and services throughout Temagami.

Recommendation:

That the Municipality identifies Municipal roads, which serve as vital transportation, routes for the local economy and develop a strategy to finance their on-going maintenance and repair.

Objectives:

- To determine which Municipal roads are a priority for maintenance and upgrading.
- To identify required maintenance work to be completed and options for financing on-going maintenance and repair of these Municipal roads.

Action Plan:

- i) Encourage Public Works Department to continue to identify Municipal roads, which are a priority for upgrading. (Number of users and impact analysis) Conduct required assessments and feasibility studies to determine necessary work to be undertaken.
- ii) Encourage Public Works to continue to determine costs of on-going maintenance of identified roads and examine financing options such as (user fees, toll booths, property taxes etc.)

10. DOWNTOWN REVITALIZATION

The Vision:

Improving the visual appeal of the downtown corridor will enhance the image of the community, attract local residents and visitors and increase revenue for local businesses and service providers.

Recommendation:

That the visual appeal of the downtown corridor and waterfront be enhanced to improve the image of the community and influence travelers to stop and spend some time in Temagami.

Objectives:

- Encourage the efforts of the newly established Business Improvement Area (BIA) to work towards improving the visual aesthetics of the downtown corridor.
- To encourage the development of a consensus on a strategy for downtown improvement and beautification which includes an annual workplan with clearly defined priorities.

Action Plan:

- i) Confirm the mandate, structure and function of the BIA in undertaking this downtown beautification/improvement initiative.
- ii) Establish a shared vision and workplan to improve the visual appeal of the downtown corridor, which includes the following key elements:
 - Develop unique and uniform signage (both within downtown and at each end of the Municipality)
 - Enhance roads, walkways, storefronts and waterfront and identify other communities who have successfully undertaken similar projects
 - Improving parking for recreational vehicles and trailers
 - Improving lighting and removing overhead power lines
 - Adopting a uniform colour scheme for buildings
 - Improving rest areas and overall cleanliness of downtown
- iii) Determine human and financial resource requirements for specific projects and conduct necessary recruitment and fundraising to achieve proposed objectives.
- iv) Educate and inform the community regarding the downtown improvement strategy and economic benefits to be realized in the longer term and solicit community involvement in undertaking identified priority projects.

11. ACCOMMODATIONS

The Vision:

Developing a range of accommodations options in Temagami will enhance the capacity of the community to host events and develop additional tourist attractions. This will stimulate increased spending in Temagami and have a positive impact on employment and the local economy.

Recommendation:

That Temagami explore all avenues for the development of additional accommodations to enable visitors to stay longer in Temagami and to serve as a vital mechanism for supporting increased tourism in the area. [Could serve as focal point for integrating activities and attractions in Temagami and facilitate the development of package promotions for the area - i.e. tours, dining, canoeing, relaxation etc.]

To facilitate such development it is further recommended that the Municipality of Temagami continue in its efforts to purchase the vacant property formerly occupied by the Ministry of Natural Resources, Provincial Court House and Ontario Provincial Police from the Ontario Realty Corporation. The Municipality could then sell or lease the property to prospective developers and businesses and expand the necessary infrastructure to support new development on this prime real estate.

Objectives:

- To enhance existing and develop alternative models of accommodation in the community ranging from bed and breakfasts and temporary accommodations to the high-end five-star quality resort.
- To develop second homes in Temagami which cater to the external cottage market.

Action Plan:

- i) Explore viable models and potential market for new types of accommodation in Temagami not limited to: lakefront resorts, lake-based hostel model for summer/winter outdoor enthusiasts, overnight lodging, spa's, temporary accommodations (for summer events i.e. RV's, camper trailers and tents) condominiums, and apartment options.
- ii) Encourage the development of property and the planning, design, and marketing of second homes in Temagami.
- iii) Municipality to continue to encourage the Chamber of Commerce and its members to further develop their accommodation referral system.

12. TELECOMMUNICATIONS INFRASTRUCTURE

The Vision:

The ability to receive and transmit information in a timely and effective manner is essential to business success. Improving access to available telecommunication technology for local residents and businesses allows the community to participate fully in the local and external marketplace.

Recommendation:

That the Municipality seeks to upgrade its telecommunications infrastructure to enhance access and quality transmission of information for its residents and businesses.

Objectives:

- To improve cellular phone coverage within the community.
- To expand access to high-speed Internet service to residents, businesses and community organizations within the community.
- To enhance access and community capacity for utilizing videoconferencing technology as an integral business communications tool.

Action Plan:

- i) Work with representatives of local cellular phone service provider to advocate for improvements to cell-phone coverage in the Municipality. (A recent Northeastern Ontario Communications Network –NEONET announcement in early July 2003 identified that funding had been received from the Heritage Fund to install 20 cellular phone transmission towers in the catchment area.) Temagami has been identified as a site to receive an additional cellular phone transmission tower and this should be installed within the next year.
- ii) Determine costs and explore available funding programs for expanding high-speed Internet access throughout the community. (At present NEONET is awaiting confirmation of funding to proceed with the implementation of high-speed Internet service in Temagami.) This funding decision is expected in the fall of 2003. Currently, there is high-speed Internet access in Temagami's public library.
- iii) Conduct inventory of existing videoconferencing infrastructure; assess demand for service utilization and approach government funding bodies to develop a community-training plan to effectively use videoconferencing technology.

10.0 NEXT STEPS

To facilitate successful implementation of this Economic Development Strategy over the next 24 months, it is strongly recommended that this plan be used as the basis for securing additional public and private sector funding to undertake further research, planning and follow-up activities to support new business development ventures in Temagami. To this end, it is further recommended that funding applications be submitted to FedNor and the Northern Ontario Heritage Fund Corporation in the near future as a first step in this fund solicitation process.

11.0 CONCLUDING REMARKS

With respect to Northern Ontario, the community of Temagami is a jewel for prospective development and growth. It possesses an extraordinary heritage, abundant natural resources and is internationally recognized as a premier wilderness tourism destination. More importantly, there is considerable potential for Temagami to build on its strengths and comparative advantages and to develop a diversified economy, which will increase business development and attract external investment in the community. In this sense, the community needs to look to its past to recreate itself and take ownership for the future.

With the continuation of community support and input, we realize that our job has only just begun. Performance reviews must occur to ensure we are aligned with our goals and opportunities. With continual assessment, refinement and evaluation, this framework will benefit all community residents in the long term.

Realizing change will necessitate an openness to new ideas, creative thinking and the political will to broker consensus on a common vision for future economic growth and development. This Economic Strategy can serve as an effective **action plan** for change but it will require the commitment and dedicated support of Temagami's political officials, local business community and residents to succeed. The opportunities are limited only by the imagination and energy of the community.

Participation, encouragement and support from all sectors and residents are essential for economic development. With strong community involvement, we will develop a vibrant economy in Temagami.

“NEVER DOUBT THAT A SMALL GROUP OF
THOUGHTFUL, COMMITTED CITIZENS CAN
CHANGE THE WORLD. INDEED, IT'S THE
ONLY THING THAT EVER HAS.”

MARGARET MEAD