

# Memorandum to the Council of Corporation of the Municipality of Temagami

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**Subject:** Council’s Strategic Priorities - Alignment and Implementation Report

**Memo No:** 2025-M-032

**Date:** February 13, 2025

**Attachment:** None

**Prepared By:** Laala Jahanshahloo - CAO/ Treasurer

## Recommendation

BE IT RESOLVED THAT Council receives Memo 2025-M-031 as presented;

AND FURTHER BE IT RESOLVED THAT Council provides its input on the strategic priorities outlined in the report by a deadline set by Council;

AND FURTHER BE IT RESOLVED THAT the CAO consolidates Council’s input and brings forward a finalized, prioritized list of strategic initiatives for approval.

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## Executive Summary

This report consolidates Council’s input on strategic priorities for the next two years, aligning with the guiding principles of the draft Temagami Strategic Plan (2020-2030), which was presented but not formally approved. Using the PARK method—Preserve, Remove, Add, Keep Out—the report categorizes and prioritizes key municipal initiatives. The analysis provides actionable recommendations for governance, infrastructure, economic growth, and community well-being. Feedback from the Mayor and four Councillors has been incorporated to ensure a community-driven approach.

## Background

The CAO requested input from Council members to identify strategic priorities for the next two years, aiming to align these priorities with the Municipality of Temagami’s draft Strategic Plan (2020-2030), which was presented but not formally approved (Resolution #20-276). The request, titled *“Your Vision for the Next Two Years: Key Achievements and Strategic Goals,”* sought to understand Council’s perspectives on significant accomplishments and future goals. Responses were received from the Mayor and four Councillors, ensuring a representative sample of Council’s views.

To systematically assess these priorities, the PARK method was employed:

- Preserve: Maintain essential initiatives and services.
- Remove: Eliminate or deprioritize non-essential initiatives.
- Add: Introduce new initiatives aligned with municipal goals.
- Keep Out: Define areas to avoid or manage proactively.

This report consolidates Council’s input, highlights alignments and gaps with the draft Strategic Plan, and provides actionable recommendations for governance, infrastructure, economic growth, and community well-being.

## Strategic Priorities by Category

- **Preserve**

- **Priority 1**

- **Economic Development:** Strengthen municipal planning and development strategies.
- **Forests and Lakes:** Maintain critical community assets.
- **Strategic Plan:** Develop a community-driven plan informed by the draft Temagami's Strategic Plan's recommendations.
- **Environmental Protection:**
  - Safeguard tourism and economic resources through innovative waste management (e.g., incineration, hydroelectric projects).
  - Preserve lakes for recreation and economic activities (e.g., fishing, boating).
- **Industrial Park:** Encourage larger-scale development to attract small businesses, including tax incentives and promotional strategies.

- **Priority 2**

- **Infrastructure to Support Growth:** Address parking and waste management at Mine Landing.
- **Community Identity:** Preserve parks and recreational amenities to maintain the small-town lifestyle.

- **Priority 3**

- **First Nations Partnerships:** Strengthen relationships with First Nations communities.
- **Essential Services:** Ensure access to education, grocery stores, gas stations, postal services, and restaurants.

- **Remove**

- **Priority 1**
  - **Equitable Decision-Making:** Ensure balanced governance without undue influence from any single group.
  - **Municipal Organizational Efficiency:** Improve operational effectiveness.
- **Priority 2**
  - **Mining Exploration & Existing Projects:** Deprioritize for the next two years.
  - **Agriculture & Aquaculture Opportunities:** Not a priority for the next two years.
  - **Project Management:** Address inefficiencies in key infrastructure projects (e.g., water systems, industrial park development, Fox Run Road, chalet projects).
- **Priority 3**
  - **Education and Apprenticeship Programs:** Not a primary focus for the next two years.
  - **Intergovernmental Relations:** Relationships with TFN/TAA and MNR are not currently urgent.
- **Add**
  - **Priority 1**
    - **Financial Sustainability & Long-Term Planning:** Integrate asset management into fiscal strategies.
    - **Cultural and Heritage Development:**
      - Revitalize community events (e.g., Canoe Festival).
      - Establish a Town Park for family and social gatherings.
      - Encourage downtown revitalization to attract retail and businesses.
    - **Parking Solutions:** Develop safe, structured paid parking for lake access.

- **Priority 2**
  - **Organizational Development:** Enhance staff training and workplace culture.
  - **Hydrogen Plant Assessment:** Explore feasibility despite existing concerns.
  - **Industrial Park Road Development:** Finalize and implement road infrastructure plans.
  - **Crown Land Acquisition:** Collaborate with MNRF to prioritize land acquisitions near key access points.
  - **By-Law Enforcement:** Strengthen enforcement capacity through staffing or partnerships.
  
- **Priority 3**
  - **Municipal Governance:** Update policies, procedures, and improve website functionality.
  - **Senior Housing:** Expand accommodation options for aging residents.
  - **Hydroelectric Facility Pilot Project:** Explore small-scale energy generation for municipal and economic benefit.
  
- **Keep Out**
  - **Priority 1**
    - **Infrastructure Risks:** Mitigate unexpected infrastructure challenges to prevent disruptions.
  
  - **Priority 2**
    - **Litigation Avoidance:** Proactively resolve potential legal matters.
    - **Outstanding Issues:** Expedite pending matters to optimize staff efficiency.
  
  - **Priority 3**
    - **Ombudsman Complaints:** Ensure timely responses to community concerns.

- **Community Safety:** Address public health concerns, including opioid-related challenges.

## Administrative Priorities

- **Timely Execution**
  - Complete two existing agenda items before introducing new ones.
  - Ensure major projects (e.g., Official Plan draft) remain on schedule.
- **Financial Responsibility**
  - Address outstanding property taxes.
  - Implement revenue-generating strategies (e.g., parking fees, land-use permits).
- **Operational Reviews**
  - Conduct efficiency assessments of Public Works, municipal offices, and library services.
  - Finalize and implement the asset management plan.
- **Capital Projects**
  - Complete minor capital projects (e.g., arena and kitchen upgrades).
- **Land-Use By-Laws**
  - Finalize permits and renewals, developing revenue strategies through fees and charges.

## Alignment with the Draft Temagami Strategic Plan (TSP)

- **Included and Aligned Priorities**
  - **Economic Growth:** Aligns with the TSP's emphasis on supporting businesses, tourism, and sustainable planning. While the TSP was presented but not formally approved, it remains a valuable document that reflects significant historical effort

and taxpayer investment, and its recommendations are used here as a guiding framework.

- **Infrastructure and Services:** Matches TSP goals for asset management, transportation, and service delivery. The TSP’s insights, though not formally adopted, provide a strong foundation for these priorities.
- **Environmental Protection:** Supports the TSP’s vision of responsible development and resource preservation. The TSP’s recommendations in this area are incorporated to honor the effort and resources invested in its preparation.
- **Cultural and Heritage Development:** Complements the TSP’s focus on community engagement, historical preservation, and tourism. While the TSP was not formally approved, its thoughtful recommendations are utilized to guide these initiatives.
- **Financial Responsibility:** Aligns with the TSP’s objectives for fiscal sustainability and diversified revenue generation. The TSP’s insights, though not formally adopted, are referenced to ensure continuity with the historical work and taxpayer investment.
- **Not Included Compared to TSP**
  - **Industrial Expansion:** The TSP includes industrial sector development, which is not a current Council priority.
  - **Mining Sector Development:** The TSP acknowledges mining’s economic benefits, but Council has deprioritized it.
  - **Regional Collaboration:** The TSP emphasizes provincial and regional partnerships, while Council focuses on municipal governance.
  - **Education and Apprenticeship Programs:** The TSP highlights workforce development, but Council has not prioritized it.
  - **Healthcare Expansion:** The TSP suggests enhancing healthcare services, but this is not explicitly included in Council’s plan.

## Action Items for Council Prioritization

The CAO/Treasurer has prepared a list of action items based on feedback from the Mayor and four Councillors. The list outlines specific tasks across six key areas: Financial Responsibility Governance & Planning, Infrastructure & Development, Economic Growth & Sustainability, Environmental Protection, and Social Services & Housing.

- **Financial Responsibility**

- FR1.** Address outstanding property taxes.

- FR1.** Implement revenue-generating strategies (e.g., Development Fee, Parkland Dedication, User Fee).

- FR1.** Conduct a service delivery review.

- FR1.** Explore new revenue streams (e.g., municipal-owned businesses).

- **Governance & Planning**

- GP1.** Develop and implement the locally-driven strategic plan, develop a community-driven plan informed by the TSP's recommendations per Resolution #20-276 on September 6, 2020.

- GP2.** Strengthen First Nations partnerships.

- GP3.** Conduct efficiency assessments (Public Works, municipal offices, library services).

- GP4.** Update municipal policies and procedures.

- GP5.** Improve website functionality.

- GP6.** Enhance staff training and workplace culture.

- **Infrastructure & Development**

- ID1.** Finalize and implement the Industrial Park Road Development Plan.

- ID2.** Address parking and waste management at Mine Landing.

- ID3.** Complete minor capital projects (e.g., arena and kitchen upgrades).



**ID4.** Develop paid parking solutions for lake access.

**ID5.** Crown land acquisition.

**ID6.** Hydroelectric facility pilot project.

- **Economic Growth & Sustainability**

**ES1.** Launch the “We Are Open for Business” strategy.

**ES2.** Revitalize community events (e.g., Canoe Festival, The Gathering).

**ES3.** Expand business incentives.

**ES4.** Downtown revitalization.

**ES5.** Optimize revenue-generation strategies (e.g., land-use permits, parking fees).

- **Environmental Protection**

**EP1.** Establish lake monitoring and pollution control initiatives.

**EP2.** Develop a waste management strategy (e.g., incineration, hydroelectric projects).

**EP3.** Evaluate waste-to-energy projects.

**EP4.** Expand recycling programs.

- **Services & Housing**

**SH1.** Execute senior housing expansion plans.

**SH2.** Address opioid-related challenges.

**SH3.** Improve community safety initiatives.

**SH4.** Expand recreational amenities.

## Next Steps for Council

- **Review the Action Items:** Assess each item based on urgency and resource requirements.

- **Assign Priority Levels:** Categorize item as **High, Medium, or Low** priority based on importance and feasibility:
  - **High Priority:** Critical tasks requiring immediate attention and resources.
  - **Medium Priority:** Important tasks to be addressed within the next 12 months.
  - **Low Priority:** Longer-term tasks for future planning.
- **Commit to the Deadline:** Ensure feedback is sent to the CAO by the established deadline.

## Next Steps for CAO

After the feedback deadline has passed, the CAO shall:

- **Consolidate Council Feedback:** Compile all inputs and adjustments provided by Council members.
- **Present the Finalized Plan for Approval:** Submit the finalized plan to Council for approval.

## Conclusion

This report consolidates Council’s input on strategic priorities, ensuring alignment with the guiding principles of the draft Temagami Strategic Plan (2020-2030), which was presented but not formally approved, and provides a detailed action plan for implementation. The next steps involve Council reviewing the action plan, assigning priority levels, and approving the prioritized tasks. The CAO/Treasurer will then develop timelines and budgets to ensure effective execution of the Municipality of Temagami’s strategic goals over the next two years.