

Memorandum to the Council of Corporation of the Municipality of Temagami

Subject: Council-Led Priorities - Setting the Strategic Direction

Memo No: 2025-M-101

Date: April 24, 2025

Attachment: Appendix A - Council Input – Verbatim Categorization

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Recommendation

BE IT RESOLVED THAT Council receives Memo 2025-M-101 as presented;

AND FURTHER THAT Council confirm their selection of priorities from the Final Ranked List in Section 6 of this report;

AND FURTHER THAT Council direct staff to bring forward a report on the status of each selected priority group.

Contents

1. Executive Summary.....	2
2. Background	2
3. Prioritized Strategic Actions – Ranked by Council Consensus	3
4. Common Strategic Themes.....	6
5. Cross-Cutting Concerns.....	6
6.Final Ranked List	7
7. Conclusion.....	8
Appendix A.....	9

1. Executive Summary

This Memo summarizes Council's strategic priorities for the Municipality of Temagami, compiled from five members' written and verbal input. Using the scoring framework from Report 2025-M-032, each priority was ranked to reflect Council consensus. Staff input was not included.

Thirty-plus priorities were grouped into six themes: Financial Responsibility, Governance & Planning, Infrastructure & Development, Economic Growth & Sustainability, Environmental Protection, and Services & Housing. Recurring cross-cutting concerns included Mine Landing parking/waste, water and sewer capacity, staffing, and land-use strategy.

Top-ranked actions (scoring 13 points each) include improving the municipal website, expanding senior housing, and implementing the Industrial Park Road Plan.

Council is now asked to formally select and approve priority items from Section 6 and direct staff to report back on implementation status.

2. Background

This memo presents a consolidated summary of Council's identified priorities for the Municipality of Temagami, drawn from four written submissions, email correspondence, and one verbal contribution (indicating that every item listed holds high priority). The process integrates both the point-based scoring matrix from Report 2025-M-032 and the full verbatim narrative input provided directly by Council Members. Priority rankings are based on a Council-developed system that translates individual ratings into cumulative scores to reflect overall consensus. No staff input has been added, altered, or interpreted.

The resulting priorities capture Council's strategic direction and will guide the preparation of status updates and actionable implementation plans. All original Council input is included in Appendix A under "Council Input – Verbatim Categorization."

3. Prioritized Strategic Actions – Ranked by Council Consensus

Strategic actions were assigned scores based on written and verbal input. Each "H" ranking contributed 3 points, "M" 2 points, "L" 1 point, and "N/I" 0. The resulting scores reflect the degree of agreement and the level of importance placed on each priority by Council members.

3.1. Financial Responsibility

Code	Description	CM1	CM2	CM3	CM4	CM5	Score
FR1	Address outstanding property taxes.	H	H	H	N/I	H	12
FR2	Implement revenue-generating strategies (e.g., Development Fee, Parkland Dedication, User Fee).	L	H	H	M	H	12
FR3	Conduct a service delivery review.	M	L	M	H	H	11
FR4	Explore new revenue streams (e.g., municipal-owned businesses).	H	M	L	L	H	10

3.2. Governance & Planning

Code	Description	CM1	CM2	CM3	CM4	CM5	Score
GP1	Develop and implement the locally-driven strategic plan, develop a community-driven plan informed by the Draft TSP recommendations per Resolution #20-276 on September 6, 2020.	L	H	H	N/I	H	10
GP2	Strengthen First Nations partnerships.	H	H	L	L	H	11
GP3	Conduct efficiency assessments (Public Works, municipal offices, library services).	N/I	L	M	L	H	7
GP4	Update municipal policies and procedures.	M	M	L	L	H	9
GP5	Improve website functionality.	M	H	M	H	H	13
GP6	Enhance staff training and workplace culture.	M	H	M	L	H	11

3.3. Infrastructure & Development

Code	Description	CM1	CM2	CM3	CM4	CM5	Score
ID1	Finalize and implement the Industrial Park Road Development Plan.	H	M	M	H	H	13
ID2	Address parking and waste management at Mine Landing.	M	H	H	M	H	13
ID3	Complete minor capital projects (e.g., arena and kitchen upgrades).	M	L	M	N/I	H	8
ID4	Develop paid parking solutions for lake access.	N/I	H	H	L	H	10
ID5	Crown land acquisition.	H	H	L	N/I	H	10
ID6	Hydroelectric facility pilot project.	L	M	L	L	H	8

3.4. Economic Growth & Sustainability

Code	Description	CM1	CM2	CM3	CM4	CM5	Score
ES1	Launch the 'We Are Open for Business' strategy.	H	H	L	N/I	H	10
ES2	Revitalize community events (e.g., Canoe Festival, The Gathering).	M	M	L	H	H	11
ES3	Expand business incentives.	M	H	L	H	H	12
ES4	Downtown revitalization.	N/I	M	M	H	H	10
ES5	Optimize revenue-generation strategies (e.g., land-use permits, parking fees).	H	H	M	M	H	13

3.5. Environmental Protection

Code	Description	CM1	CM2	CM3	CM4	CM5	Score
EP1	Establish lake monitoring and pollution control initiatives.	M	M	H	L	H	11
EP2	Develop a waste management strategy (e.g., incineration, hydroelectric projects).	H	H	M	L	H	12
EP3	Evaluate waste-to-energy projects.	L	H	M	L	H	10
EP4	Expand recycling programs.	M	H	L	L	H	10

3.6. Services & Housing

Code	Description	CM1	CM2	CM3	CM4	CM5	Score
SH1	Execute senior housing expansion plans.	H	H	H	L	H	13
SH2	Address opioid-related challenges.	M	L	L	L	H	8
SH3	Improve community safety initiatives.	M	L	L	L	H	8
SH4	Expand recreational amenities.	M	M	M	N/I	H	9

4. Common Strategic Themes

- Address outstanding taxes, generate new revenue through user-based fees, and optimize municipal assets.
- Update municipal policies, enhance staff training, and strengthen partnerships with First Nations.
- Focus on water and sewer capacity, industrial park development, and improved waste and parking management at access points.
- Revitalize community events, attract business, and support downtown renewal.
- Emphasize environmental conservation and improve waste management.
- Expand housing options and enhance community safety.

5. Cross-Cutting Concerns

- Parking & Waste Management at lake access points.
- Water & Sewer Infrastructure.
- Crown Land/Surplus Property Sales.
- Service Delivery Efficiency and HR practices.
- Energy Projects (e.g., hydroelectric).
- Integrated planning and sustained attention across departments to address shared concerns.

6.Final Ranked List

Score & Priority		Description	Ranked by Council
H	13	Improve website functionality.	
H	13	Finalize and implement the Industrial Park Road Development Plan.	
H	13	Address parking and waste management at Mine Landing.	
H	13	Execute senior housing expansion plans.	
H	13	Optimize revenue-generation strategies (e.g., land-use permits, parking fees).	
H	12	Address outstanding property taxes.	
H	12	Implement revenue-generating strategies.	
H	12	Expand business incentives.	
H	12	Develop a waste management strategy.	
M	11	Conduct a service delivery review.	
M	11	Strengthen First Nations partnerships.	
M	11	Enhance staff training and workplace culture.	
M	11	Revitalize community events.	
M	11	Establish lake monitoring and pollution control initiatives.	
M	10	Explore new revenue streams.	
M	10	Develop and implement the locally-driven strategic plan.	
M	10	Develop paid parking solutions for lake access.	
M	10	Crown land acquisition.	
M	10	Launch the 'We Are Open for Business' strategy.	
M	10	Downtown revitalization.	
M	10	Evaluate waste-to-energy projects.	
M	10	Expand recycling programs.	
M	9	Update municipal policies and procedures.	
M	9	Expand recreational amenities.	
L	8	Complete minor capital projects.	
L	8	Hydroelectric facility pilot project.	
L	8	Address opioid-related challenges.	
L	8	Improve community safety initiatives.	
L	7	Conduct efficiency assessments.	

7. Conclusion

Council has successfully provided a clear, member-driven strategic direction based on a transparent and consensus-based scoring methodology. The rankings represent shared priorities that span immediate fiscal responsibilities, long-term infrastructure development, and community-oriented services. The highest-priority actions demonstrate unified focus on website modernization, economic development, land and asset use optimization, and housing for seniors.

Staff now seek Council's direction to approve the prioritization and to authorize a follow-up report detailing progress, timelines, and implementation status for each strategic grouping. The actionable next step is for Council to adopt the memo, confirm final priority selections, and empower staff to initiate the implementation and monitoring process.

Appendix A

➤ Council Member#1

- FR1: More than anything I want the outstanding taxes addressed
- FR2: Explore revenue from parking, boat launch uses, land-use permits
- GP2: Working with others such as TFN/TAA although it seems things are getting better – needs improvement with MNR
- GP3: Organization of our municipality to help everyone be more efficient
- ID1: Special projects not being done on time or on budget (i.e., water, industrial park, Fox Run Road, chalet)
- ID2: Addressing parking and waste issue at the Mine Landing
- ID3: Outstanding water projects need to be completed. Water tower and controls
- ID4: Safe parking and paid parking at lake access points
- ID6: I want to believe there is a real opportunity for our community with the hydrogen plant but I'm still skeptical
- ES1: Keep the services we have here (i.e., school, grocery store, gas station, post office, restaurants)
- EP1: Keeping the lakes as clean and safe as we can
- EP3: I want to believe there is a real opportunity for our community with the hydrogen plant but I'm still skeptical
- SH1: More and better living accommodations for our seniors
- SH2: Keeping the town as safe as we can from the opioid crisis
- SH4: Our small community spirit or lifestyle (i.e., keeping up with all the parks and recreation things)

➤ **Council Member#2**

- FR1: Address outstanding taxes – there has been little to no action since 2023
- FR2: Impose fees for parking tickets – boat launch uses – parking
- FR3: Conduct a service delivery review on the PW dept – the office – and the library
- GP1: Clean up the items from the agenda setting meeting... ensure we are maintaining pace with our current initiatives
- GP3: Service delivery review: Public Works, municipal offices, library
- GP4: Finalize the land use permit for Lake Temagami access point
- ID3: Complete minor capital projects (e.g., arena hood, dishwasher)
- ID4: Impose fees for parking tickets – boat launch uses – parking
- ES5: The municipal land-use bylaw is a great way to start exploring revenue

➤ **Council Member#3**

- FR4: The list of available property we could sell. Team recommendations to Council
- GP2: MOU revised version approved and meeting with TFN to work on priorities
- GP3: Bylaw and Building inspector issue needs to be dealt with - hire a combined position
- GP4: Get the bylaw reuse of Municipal land finalized
- GP6: Still need to get HR manual completed
- ID1: Industrial park. Need to get the issue with [Industrial Park land owner] dealt with so we can get the road plan finalized and completed
- ID3: The water and sewer capacity issue for Temagami North needs to be resolved
- ID5: Working with the MNRF group to acquire crown land. Need to prioritize what land beside access point we should go after
- ID6: We could be a pilot project for a small hydroelectric facility

- ES1: We are open for business [billboard showing sites available]
- ES2: Revive Canoe Festival and The Gathering
- EP1: Condition of lakes is alarming; important for fishing and boating
- EP2: Serious solutions for garbage disposal issues such as incineration
- SH3: Follow-up meeting with Ministry of Mines re Sherman Mine... resolve legal costs from MNRF

➤ **Council Member#4**

- • FR4: Profits could be made for selling the ash from this type of facility for bricks, and other uses
- • GP1: Pass a much better and revised Strategic Plan in council, that could be (should be?), a blueprint for us to use
- • GP3: Bylaw and Building inspector issue needs to be dealt with... hire a combined position
- • ID1: Focus on developing a larger Industrial Park... tax incentives to come to that community
- • ID6: Hydroelectric facility pilot project using incineration; profits from ash products
- • ES1: Launch 'We Are Open for Business' strategy
- • ES2: Develop Civic pride through cultural and heritage development... revive Canoe Festival
- • ES3: Downtown revitalization through aesthetics and business attraction
- ES4: A Town Park that could be used for family events, entertainment, public ceremonies
- EP1: The Environment we rely on for tourism and economic development needs to be protected much more than at the present time

- EP2: Hydroelectric facility using incineration; profits from ash products
- EP4: Expand recycling programs as part of waste-to-energy projects
- SH3: The influence of the [Specific Group] - has tried to control and prevent any development on Lake Temagami
- SH4: Recreational amenities via Town Park creation

➤ **Council Member#5**

- FR1: Financial Stability & Long-Term Fiscal Planning
- FR2: Optimize revenue-generation strategies
- FR4: Explore new revenue streams (e.g., municipal-owned businesses)
- GP1: Municipal Council Structure, Policies, Procedures & By-Laws
- GP2: First Nations Relationship Building
- GP3: Organizational Culture & Municipal Staff Development
- GP4: Update municipal policies and procedures
- GP5: Improving website effectiveness
- GP6: Enhance staff training and workplace culture
- ID1: Infrastructure to Support Growth & Development
- ID2: Address parking and waste issue at the Mine Landing
- ID3: Expedite the Resolution of Existing / Outstanding Issues
- ID4: Develop paid parking solutions for lake access
- ID5: Crown land acquisition
- ID6: Hydroelectric facility pilot project
- ES1: Economic Development (including municipal planning and development mechanisms)

- ES2: Revitalize community events
- ES3: Expand business incentives
- ES4: Downtown revitalization
- ES5: Optimize revenue-generation strategies
- EP1: Establish lake monitoring and pollution control initiatives
- EP2: Develop a waste management strategy
- EP3: Evaluate waste-to-energy projects
- EP4: Expand recycling programs
- SH1: Execute senior housing expansion plans
- SH2: Address opioid-related challenges
- SH3: Avoid litigation - Minimize Complaints to the Ombudsman
- SH4: Expand recreational amenities