

The Corporation of the City of Temiskaming Shores

By-law No. 2025-058

**Being a by-law to amend By-law No. 2025-005 to adopt the
City of Temiskaming Shores Community-Based Strategic Plan**

Whereas under Section 8 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues; and

Whereas under Section 9 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and

Whereas under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public; and

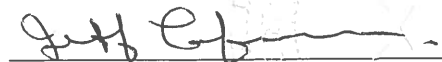
Whereas Council considered Administration No. RS-002-2025 at the January 21, 2025 Committee of the Whole meeting, and directed staff to prepare the necessary by-law to adopt the City of Temiskaming Shores Community-Based Strategic Plan, for consideration at the January 21, 2025 Regular Council meeting, and subsequently adopted the Strategic Plan through By-law No. 2025-005; and

Whereas Council considered Supplemental Administration No. RS-002-2025-01 at the April 29, 2025 Committee of the Whole meeting, and directed staff to prepare the necessary by-law to amend By-Law No. 2025-005, to adopt the City of Temiskaming Shores Community-Based Strategic Plan, for consideration at the May 20, 2025, Regular Council meeting.

Now therefore the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

1. That Schedule "A" to By-law No. 2025-005, be deleted in its entirety and replaced with Schedule "A", a copy attached hereto and forming part of this by-law.
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any minor modifications or corrections of an administrative, numerical, grammatical, semantically or descriptive nature or kind to the by-law and schedule as may be deemed necessary after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law.

Read a first, second and third time and finally passed this 20th day of May, 2025.



Mayor



Clerk



Schedule A to

By-law No. 2025-058

The City of Temiskaming Shores Community-Based Strategic Plan



Welcome – Bienvenue – Minopijawok

Community-Based Strategic Plan





Community-Based Strategic Plan

December 2024

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Land Acknowledgment

We acknowledge that we live, work, and gather on the traditional and unceded Territory of the Algonquin Peoples, specifically the Timiskaming First Nation. We recognize the presence of the Timiskaming First Nation in our community since time immemorial and honour their long history of welcoming many Nations to this beautiful territory. We uphold and uplift their voice and values.

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Executive Summary

Welcome - Bienvenue - Minopijawok

The City of Temiskaming Shores is a single tier City in northeastern Ontario, located along Lake Temiskaming, near the Quebec border in the south end of Timiskaming District. The City was created in 2004 through the amalgamation of the former Town of New Liskeard, Town of Haileybury and the Township of Dymond. Home to a population of just under 10,000, the City services a regional population of 32,000, and is built on the cultures of French, English and Indigenous. Picturesque landscapes, a healthy environment, an abundance of clean water, a rich culture, along with educational, social and health care services, offer a strong quality of life for the future of this northern community.

The process for the Community-Based Strategic Plan began with a quantitative analysis through a document review and Community Analysis, presenting a thorough introductory understanding of the economic and social situation in Temiskaming Shores. Additional qualitative context was gathered through community consultations, providing valuable local insight about the strengths, challenges, opportunities and aspirations in the community.

Following this introductory analysis, the remainder of the process involved transitioning from ideas to action. First, key themes were identified arising from the qualitative and quantitative analysis. Next, key community partners were again consulted to develop a set of preliminary actions that were realistic, doable, and supported by the community. Finally, draft actions were presented to staff and refined before being presented to Council within this Strategic Plan.

The comprehensive Community-Based Strategic Plan will help guide staff and elected officials in decision making, planning and the execution of key initiatives over the next 5 to 10 years. The plan outlines relevant goals, objectives and priorities. The focus of Temiskaming Shores' first Strategic Plan is to set the foundation for the continued success of the City, identifying core aspects of the community that were prioritized as the City moves into the future.



Corporate Vision

“

The City of Temiskaming Shores will be a vibrant, inclusive community that offers exceptional amenities, celebrates diversity, and preserves its natural environment. Through sustainability and leadership, the City will cultivate a unified, thriving future, where residents and visitors feel valued, connected, and part of a welcoming community.

”



Actions

The complete set of 39 actions were developed based on the extensive consultations and research undertaken. The plan considers the available resources, priority needs and actions that will bring the most value to Temiskaming Shores.

The top six (6) actions listed below are overarching priorities highlighted from the longer list of actions. These priorities will enable the remainder of the actions to be completed.

Top 6 Priority Actions

1. Update the City's Official Plan and Land-Use Planning documents through comprehensive community consultation on land use, infrastructure, housing and community facilities and communicate the results.
2. Rebrand the City of Temiskaming Shores to illustrate that it is one unified City and develop messaging to support the brand. Incorporate the new brand and messaging in all City marketing initiatives.
3. Update the City's corporate policies to be more reflective of the City's linguistic and cultural Anglophone, Francophone and Indigenous diversity.
4. Continue to highlight and communicate to the residents the progress being made on the City's Asset Management Plan.
5. Establish policies to improve the City's environmental sustainability and to lessen the environmental impact on the watershed by industry, residents and visitors.
6. Engage the business community and economic development partners in the development of a new Community Economic Development Strategic Plan.



Goals, Objectives, and Actions

Goal 1: To be environmental stewards of Lake Temiskaming and the natural environment in and around Temiskaming Shores.

The City of Temiskaming Shores hugs the western shores of Lake Temiskaming and the lake is the most important natural feature in the community. It is used as a catalyst for recreation and tourism, supports spiritual and cultural wellbeing, and provides an important cornerstone for the overall quality of life for local residents. The natural environment surrounding the City contributes to both the community's beauty and economy.

Objective 1: Establishing environmental sustainability as an overarching theme for the City.

Actions:

1. Collaborate with neighbouring communities around the lake (including on the Quebec side) to oversee water protection and water monitoring of Lake Temiskaming.
2. Lobby the provincial government to raise awareness of the need to establish a Conservation Authority for the Temiskaming watershed.
3. Establish policies to improve the City's environmental sustainability and to lessen the environmental impact on the watershed by industry, residents and visitors.
4. Educate staff, residents and visitors on responsible use of the lake through a comprehensive communication plan. (i.e., culture, art, storytelling, maps of the lake, interpretive centre).
5. Continue to build the active transportation infrastructure (trails, bike paths, sidewalks, etc.) and encourage usage to promote healthy and active lifestyles.



Goal 2: To help create a unified community that supports residents and embraces cultural diversity.

Temiskaming Shores has long been a diverse community, where Anglophones, Francophones, Indigenous Peoples and new Canadians have contributed to its unique cultural identity. In 2004, the communities of New Liskeard, Dymond, Haileybury, and North Cobalt came together to form the City of Temiskaming Shores. By acknowledging the contributions of each community and by embracing its cultural diversity, Temiskaming Shores will continue to strengthen as one unified City.

Objective 1: Improving community cohesiveness to be one community, the City of Temiskaming Shores.

Actions:

1. Rebrand the City of Temiskaming Shores to illustrate that it is one unified City and develop messaging to support the brand. Incorporate the new brand and messaging in all City marketing initiatives.
2. Develop a City plan to coordinate consistent infrastructure and beautification across the City through the new Temiskaming Shores brand (street signage, general signage, holiday decorations, light posts, banners, sidewalks, trees, etc.).
3. Lobby the provincial and federal levels of government to use Temiskaming Shores as the community identifier when completing online forms and online government registration documents.
4. Explore opportunities to combine duplicated community events and replace them with one event for the whole community.



Objective 2: Improving community collaboration.

Actions:

1. Update the City's Official Plan and Land-Use Planning documents through comprehensive community consultation on land use, infrastructure, housing and community facilities and communicate the results.
2. Develop City policies for Diversity Equity and Inclusion. Ensure policies are resourced to allow corporate and community coordination and the sharing of information between all groups.
3. Establish a clear policy to provide direction on how the City will better communicate with the community in both French and English.

What We Heard

"Beaucoup de citoyens ont un sens d'appartenance à la communauté."

Objective 3: Embracing the cultural diversity of Temiskaming Shores.

Actions:

1. Review the City's corporate policies to ensure they reflect the City's linguistic and cultural Anglophone, Francophone and Indigenous diversity.
2. Create a naming policy to include Indigenous and Francophone names are assigned to community assets and infrastructure.
3. Work with local schools and organizations to investigate the opportunity to create a public art program that highlights Temiskaming Shore's cultural attributes.



Goal 3: To continue to invest in the community in a cost-effective manner and to communicate the message.

As an amalgamated City, Temiskaming Shores staff and elected officials have had difficult decisions to make to prioritize infrastructure and making effective and efficient use of tax dollars.

The City currently supports multiple sewage treatment plants, fire stations, arenas, parks, beaches, marinas, curling clubs, and downtowns which once were under three separate jurisdictions but are under one amalgamated community.

Objective 1: Planning for and Maintaining the City's infrastructure.

Actions:

1. Continue to fund and implement the City's Asset Management Plan and look for opportunities to consolidate/reduce duplicated community assets where appropriate.
2. Continue to highlight and communicate to the residents the progress being made on the City's Asset Management Plan.
3. Review all potential 'road diet' opportunities (lane reductions) and implement changes to reduce costs and improve safety.

Objective 2: Servicing the Community.

Actions:

1. Continue to support public transportation by improving, and where possible expanding public transit routes, to include recreation facilities and other areas of the community that are currently not accessible.
2. Review the feasibility of implementing additional infrastructure projects throughout Temiskaming Shores to increase safety in the community (walking path to hospital, additional safe school crossings, off leash dog parks, etc.).



3. Continue to make improvements to the City's waterfront to increase year-round use.
4. Better communicate the support that the City provides to local not for profit and volunteer organizations (i.e., preferential rates and group insurance).
5. Create a City led volunteer recognition program to encourage, support and promote volunteerism.

Objective 3: Communicating a unified message with the residents and businesses.

Actions:

1. Establish a communications plan that regularly highlights the City's projects, priorities and successes.
2. Provide a comprehensive annual year-end report card outlining the City's achievements.
3. Continue to communicate the planning investments and infrastructure improvements outlined in the Asset Management Plan.
4. Continue to communicate and promote newcomer welcome packages, support for existing and new residents, and community events that celebrate Temiskaming Shores and its residents.

What We Heard

"The quality of life we are fortunate enough to have up here is what makes Temiskaming Shores such a wonderful place to live."

Goal 4: To support and grow the residential population.

Growing the population is about creating a quality of life that helps to retain and attract residents. The challenge of a declining population is the strong potential for economic decline (i.e., business closures), reduced amenities (i.e., school closures), and decreased tax base (i.e., reduced services, crumbling infrastructure). With consistent population growth, Temiskaming Shores will continue to be a community that is vital and vibrant.



Objective 1: Focusing on Temiskaming Shores as a place for people.

Actions:

1. Examine different business models with the goal of generating ways to create more housing options (including rentals) for diverse ages and incomes. (i.e., safe, affordable).
2. Continue to improve the visual appearance of Temiskaming Shores by adding and supporting additional community amenities (garbage cans, picnic tables, benches, community beautification programs, public gathering spaces, etc.).
3. Continue to invest equitably in both downtowns to create vibrant and healthy urban centres.
4. Consider implementing tools such as Vacant Buildings Bylaws or Development Charge Credits to assist the City in dealing with vacant and derelict buildings.
5. Continue to engage with and provide assistance to community organizations, and community partners offering support services for immigrants and newcomers.
6. Provide incentives such as free/ discounted bus passes and reduced/ free memberships to the Waterfront Pool and Fitness Centre, to support youth engagement.
7. Continue to support local organizations and agencies that are addressing homelessness and mental health issues in Temiskaming Shores.

Goal 5: To support and grow the local economy.

A strong local economy supports and strengthens the community. Businesses keep local money local, provide employment, support local events and sports teams, boost the tax base and keep taxes lower for residents. Businesses bring money in from outside of Temiskaming Shores. Retaining, growing and attracting business, means the City needs to create an environment where businesses can be successful.



Objective 1: Building on the economic development program.

Actions:

1. Engage the business community and economic development stakeholders and update the 2018-2023 Community Economic Development Strategic Plan.
2. Annually review the operational and capital budget of the Temiskaming Shores Development Corporation to ensure the maximum effectiveness of the Corporation's ability to retain and attract investment to the City.
3. Implement an ongoing Business Visitation Program to identify retention and expansion opportunities in the local business community.

Objective 2: Increasing the number of visitors to Temiskaming Shores.

Actions:

1. Implement the Municipal Accommodation Tax to help support the tourism sector and infrastructure development in Temiskaming Shores.
2. Review the Municipal Culture Plan from April 2013 and implement the actions that remain relevant.



Process Followed

The Temiskaming Shores Community-Based Strategic Plan followed a four-step process that gathered relevant information and valuable input that would be built into each of the steps and final Strategic Plan. The process included thorough analysis of reports, an economic analysis, and consultations with community, staff and elected officials. An Implementation Plan will be developed and used by City staff over the next five years.

STEP 1: DISCOVER

Research the community.

- » Document Review.
- » Community Analysis.

STEP 2: DEFINE

Consult with the community.

- » One-on-one Interviews.
- » Online Survey.
- » Community Engagement Sessions.
- » Staff and Council Priority Input Session.

STEP 3: DEVELOP

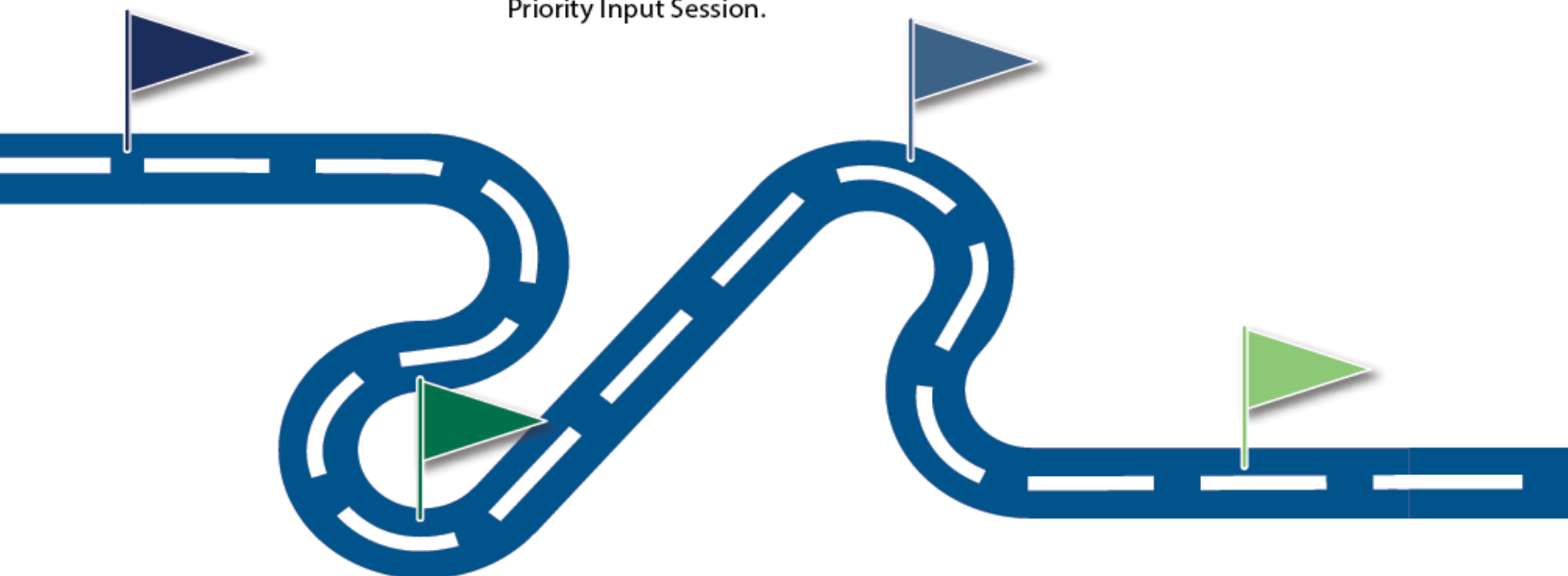
Build the plan.

- » SCOAR®.
- » Community Working Session.
- » Strategic Action Planning Session.
- » Draft Strategic Plan.

STEP 4: DELIVER

Present the results.

- » Final Strategic Plan.
- » Presentation to Council.
- » Implementation Plan.



Step 1: Discover

Research the Community.

To begin the process, an in-depth review of the current situation in Temiskaming Shores was undertaken. This included the completion of a Community Analysis that provided quantitative data, alongside a Document Review that provided a snapshot of the City.

Document Review

The following 12 key documents were reviewed to provide background information on Temiskaming Shores.

- City of Temiskaming Shores Community Economic Development Strategic Plan (2018-2023)
- City of Temiskaming Shores Active Transportation Plan (2021)
- City of Temiskaming Shores Asset Management Plan (2024)
- City of Temiskaming Shores Multi-Year Accessibility Plan (2024-2028)
- City of Temiskaming Shores Municipal Cultural Plan (2013)
- City of Temiskaming Shores Official Plan (2015)
- City of Temiskaming Shores Comprehensive Zoning By-law (2017)
- City of Temiskaming Shores Recreation Master Plan Report (2020)
- Planet Youth Temiskaming District Survey (2024)
- The Temiskaming Foundation's Vital Signs (2021)
- Temiskaming District Community Safety and Well-Being Plan (2022)
- Temiskaming Shores Public Library Strategic Plan (2020-2025)



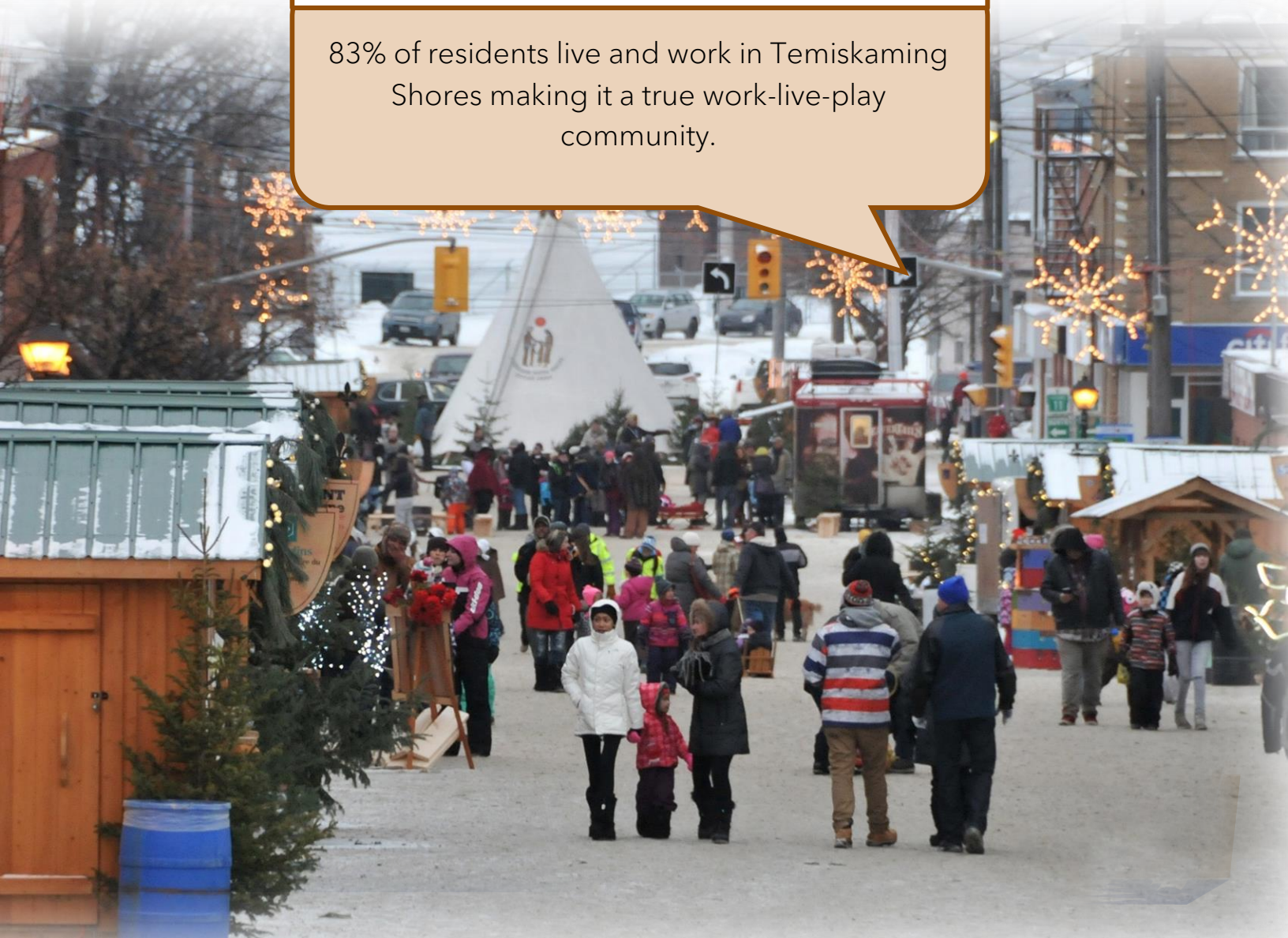
Community Analysis Snapshot

The Community Analysis report, completed in July 2024, is an informational document that presents statistical perspectives of the City, and provides a baseline from which to measure. The analysis assesses socio-demographic profiles, housing and income data, the local labour force and an economic base analysis for the City of Temiskaming Shores.

This demographic snapshot of the Community Analysis is presented in Appendix 2.

Did You Know?

83% of residents live and work in Temiskaming Shores making it a true work-live-play community.



Step 2: Define

Consult with the Community.

The consultation process was meaningful and intensive. Participants from across the City actively engaged, representing key partners and the community at large.

The consultation process involved three opportunities for residents to share feedback, ensuring alignment and buy-in between internal and external partners. Community consultation was purposefully designed to gather and review input, culminating in a focused set of priority actions, considered to be realistic, achievable and bring the most value to the City and its partners.

The three opportunities for consultation are described through the following sections:

- Community Consultation
- Theme and Priority Development
- Strategic Directions and Action Planning.



Community Consultation

The consultation process included interviews, an online survey, and community engagement sessions with open-ended questions that captured the essence of the community's vision of the future. A staff and Council priority setting session was held to discuss constraints, capacity, and opportunities within the City.

A breakdown of the community's engagement was as follows:

- 17 one-on-one phone interviews;
- 27 participants from the Community Engagement Sessions included Business, Employment, Economic Development and Tourism; Transportation and Infrastructure; Health and Social Services; Education and Children; Recreation, Culture and Sport; and Growth, Development and Environment;
- 235 responses were gathered through an online survey; and
- 11 participants attended the Staff and Council Priority Input Session.



290 people participated in the consultation process and provided input into the Strategic Plan.



Step 3: Develop

Build the Plan.

SCOAR® Analysis

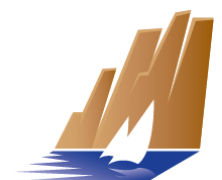
Once the background research and initial consultations were completed, the 'developing' process began with a summation of the findings of the initial consultations and data analysis, presented through a Strengths, Challenges, Opportunities, Aspirations and Results (SCOAR®) Analysis. The SCOAR® was used as the fundamental basis to determine the themes, as directed by consultation.



The SCOAR® is a detailed analysis of the current situation involving statistical analysis of the local economy, regional competitive outlook, trends and forecasts, investment readiness assessment, and review using the McSweeney exclusive SCOAR® analysis.

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis has a "50%" focus on "negative" aspects of analysis. A Strengths, Opportunities, Aspirations, and Results (SOAR) analysis emphasizes the positive, though it fails to address barriers or challenges to economic growth that every community faces. Our SCOAR® Analysis provides greater balance than either SWOT or SOAR analysis.

The full results of the City of Temiskaming Shores SCOAR® analysis can be found in **Appendix 1**.



Theme and Priority Development

Participants engaged in a three hour working session at the City Hall on October 29, 2024, to review consultation findings and begin drafting realistic, high-value actions. Participants included representatives from the community, City staff and elected officials.

The Strategic Working Session provided an opportunity for participants to begin to develop a set of draft strategic actions that would form the base of the five-year Temiskaming Shores Community-Based Strategic Plan. Through the working session, the following four themes, were agreed to reflect the current and future need of the City.

Theme 1

Protecting Lake Temiskaming and the Environment

Theme 2

Planning for the Community

Theme 3

Supporting Infrastructure Improvements

Theme 4

Attracting and Retaining Residents and Businesses



Strategic Directions and Action Planning

Upon completion of the external consultation process, a draft set of strategic community-based actions were prepared for review. To ensure that the actions aligned with the aspirations and vision of Temiskaming Shores, a virtual strategic planning session was held with key City staff and elected officials. The session encouraged participants to apply their experience and expertise to prioritize realistic and doable actions.

Collaboratively, McSweeney and Associates and Temiskaming staff co-developed strategic actions that are realistic, achievable and will bring high value over the next five years.

Step 4: Deliver

Present the Results.

The final Community-Based Strategic Plan was completed and presented to the City of Temiskaming Shores at the December 2024 council meeting.

What We Heard

“The serenity of Lake Temiskaming along with the incredible nature around us is therapeutic and very accessible.”



Appendix 1: SCOAR® Analysis

The SCOAR®, is the summary of the findings from the background research (strategic document review, Community Analysis) and stakeholder consultation (interviews, online survey and focus groups) portion of the City of Temiskaming Shores Community-Based Strategic Plan process.

Strengths



- **Natural Beauty and Recreation:** Waterfront Views and access to Lake Temiskaming; outdoor activities with biking, walking trails, skiing, and other recreational opportunities; and green spaces; and clean environment.
- **Community and Social Connection:** A community that is close-knit, friendly, and supportive with lots of community volunteers and events that foster community spirit and involvement.
- **Local Business Support:** An appreciation for the presence and support of small businesses.
- **Family-Friendly Environment:** Safe, quiet, and slower paced family-oriented community with access to amenities and activities for children.
- **Affordable and Accessible Living:** Price of housing relatively low compared to larger urban areas.
- **Cultural and Linguistic Diversity:** Cultural diversity this is reflective of English, French and Indigenous residents.
- **Potential for Growth and Improvement:** Desire to develop and improve downtown areas and attract new businesses and services.
- **Support for Community Initiatives:** Interest in volunteerism and local leadership to foster positive changes.
- **Local Public Transit:** Public bus system that provides transportation to those without a private vehicle.
- **Strong Economic Sectors:** Agriculture, mining and forestry.



- **Active Transportation Options:** Designated paths to provide active transportation options.
- **Regional Health Care Services:** Temiskaming Hospital, located in Temiskaming Shores.
- **Post-Secondary and Research Facilities:** Attract new people and investment in the community
- **Employment Lands Zoned and Serviced:** Additional business opportunities.
- **Regional Hub serving a population of 32,000:** Support more retail, businesses, health care services, and education opportunities (French and English).
- **Local Recreational Amenities:** Golf courses, water activities, team sports, etc.



Challenges



- **Lack of Cohesiveness:** Temiskaming Shores covers a large geographic area. Community residents still have a mind-set of four (4) individual communities competing for resources, infrastructure and community services.
- **Crime and Safety Issues:** The community has growing concerns about theft, drug activity, mental illness, homelessness and bullying. Social division is impacting community safety.
- **Community Showing Decline:** Community standards, related to aesthetics, infrastructure, roads, and safety are declining. Empty and dilapidated buildings need revitalization or demolition.
- **Lack of Affordable Housing:** Rising housing and rental costs are contributing to a shortage of affordable housing options for low-income individuals including seniors.
- **Infrastructure Needs:** Aging recreational facilities and general infrastructure require upgrades. There remains duplication of services across the four (4) communities.
- **Economic Development is Limited:** Few local business opportunities, lack of local workforce, difficulty attracting new industry to support growth, and an absence of a clear long-term vision for economic stability.
- **Limited Population Growth:** Youth outmigration and aging demographics contribute to stagnating population.
- **Healthcare Accessibility:** Shortage of healthcare professionals and specialists, contribute to long wait times for healthcare services; lack of walk-in clinics.
- **Transportation and Accessibility:** Temiskaming Transit offers limited schedules and a lack of transit connections to neighbouring communities.
- **Limited Community Engagement:** Low participation in some community events; perceived lack of support, communication and transparency from local government.



- **Environmental Considerations Compromised:** Concerns exist about protecting and preserving the lake, impact of waste management, and preservation of natural spaces.
- **Shortage of Childcare and Family Support:** There are limited daycare centers and affordable options for families, and recreational activities for young children and those with special needs.
- **Shortage of Activities for Youth (ages 12 to 18):** There are limited places for young people to connect/socialize. Youth face challenges finding job opportunities.
- **Limited Support for Diversity and Inclusion:** Services and supports are not always available in both English and French. There is limited community support to integrate newcomers and 2SLGBTQ+ into the community to foster inclusivity.

Opportunities



- **Proper and Deliberate Land-Use Planning:** The City of Temiskaming Shores would benefit from revisiting its land-use policies and plans through inclusive community engagement and visioning.
- **Embracing Various Cultural Diversities:** Planning to support English, French, Indigenous, and new Canadians, will foster multi-culturalism.
- **Revitalization of the Downtown Areas:** Redevelopment of empty and abandoned buildings, improving storefronts and enhanced street aesthetics may increase traffic and tourism.
- **Infrastructure Improvements:** Planning and prioritizing road maintenance and aging sewer systems repairs and replacements.
- **Increase Public Transit Reliability:** Increasing transit availability will help residents participate in the labour market and access services.
- **Foster a Culture of Volunteerism and Community Involvement:** Develop programs for youth mentoring, plan for inclusive activities with diverse audiences, and reinvigorate community events.
- **Improve Environmental Sustainability:** Participate in watershed planning and protection, prioritize green initiatives and waterfront



improvements and enable sustainable practices in community planning and development.

- **Health Services Expansion:** Attract healthcare professionals and collaborate with local health organizations to address community health needs.
- **Address Affordable Housing Shortages:** Better utilize vacant properties and explore partnerships for housing development. Consider housing needs of residents at various income levels.
- **Increase Recreation and Leisure Development:** Cater to all age groups to meet diverse community needs, including outdoor activities and winter recreation opportunities.
- **Improved Economic Development and Tourism:** Attraction of new businesses and manufacturing opportunities. Leveraging natural resources and promote events to boost local tourism.
- **Promotion of Local Businesses:** Encourage local shopping and support local entrepreneurs.
- **Improved Community Safety and Cleanliness:** Enhance public safety measures in downtown areas and increase maintenance of parks and recreational spaces.



Aspirations

The City of Temiskaming Shores will embrace its identity as a unified community, characterized by:



- a greater variety of affordable housing options to support a growing population, including senior housing, rent-g geared-to-income, and new developments.
- an improved local economy featuring quality jobs, and diverse opportunities to support residents and retain youth.
- enhanced downtown cores with thriving businesses, vibrant public spaces, and improved accessibility.
- improved active transportation, public transit, and community amenities to create a community that is less reliant on motor vehicles.
- improved public safety by reducing crime through community programs, increased police presence, and initiatives that support people experiencing homelessness and suffering from addictions.
- improved recreation and green spaces. Parks, recreational facilities, and events will be available for all ages fostering community engagement, including youth-oriented activities and outdoor experiences.
- greater connections between cultural populations. The City fosters exchanges and events that bring the community together, enhance local traditions, and celebrate diversity.
- Natural surroundings, promoting green initiatives, and ensuring that new development respects and enhances the area's beauty and ecological health.
- a sustainable growing population reflecting diversity and ethnicities.



Results

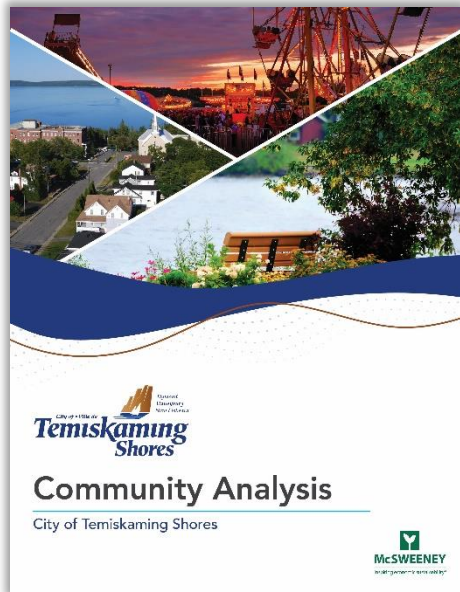
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Results

As the centre of a larger region, the City of Temiskaming Shores will offer the necessary amenities and services for the region's residents but will be conscious of supporting the needs of the residents of the City. It will be a cohesive, collaborative community of Anglophones, Francophones and Indigenous Peoples, and newcomers that celebrates its diversity. Sitting on the shores of Lake Temiskaming, its natural environment will be pristine with a publicly accessible waterfront. Temiskaming Shores will have thoughtful leaders that take calculated risks, think outside the box, and have developed a strong vision for the future that the community supports and embraces.



Appendix 2: Community Analysis



The Temiskaming Shores Community Analysis was completed as part of the Community-Based Strategic Plan. The following are the key findings from the Community Analysis that can be found in the Demographic Snapshot. The full document is available on the City's website.



City of Temiskaming Shores

Demographic Snapshot



Population Profile

MEDIAN	AVERAGE
Region Age 47	Region Age 41
Ontario Age 41	Ontario Age 42



Highest Education

Population ages 25-64.



29%
Secondary

59%
Post-secondary

Household & Earnings



16%

ONTARIO
28%

of Temiskaming's population spends 30% or more of total household income on shelter costs.



Average Dwelling Value	\$306,861
Median Dwelling Value	\$285,411



Total number of households

4,418

City of Temiskaming Shores

Demographic Snapshot

Labour Force & Local Economy

Median Employment Income | Average Employment Income

\$39,136 | **\$51,643**

ONTARIO MEDIAN | ONTARIO AVERAGE
\$43,942 | **\$60,007**



Top 5 Sectors by Industry**



Health Care & Social Assistance



Retail Trade



Educational Services



Construction



Manufacturing

Top 5 Sectors by Occupation**



Sales & Service



Trades, Transport & Equipment Operators



Education, Law & Social, Community & Government Services



Business, Finance & Administration



Health Occupations

** by labour force employment for people living in Temiskaming Shores.

All data sourced from Manifold SuperDemographics 2024, unless otherwise specified.