

ACKNOWLEDGMENTS

This Strategic Plan was prepared by Franco Crupi & Cari Kruzel for the Township of Terrace Bay. We are grateful for the support and input from all the following individuals who assisted in seeing this document through to completion:

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Council Members: Paul Malashewski

Rick St. Louis Bert Johnson Michael Moore

CAO/Clerk: Jonathon Hall
Treasurer/Deputy Clerk: Stan Spadoni
Community Development: Dean Main

Special Projects: Stephan Schmied

Public Works:Terry HanleyAdministrative Assistant:Kate Larson



We would also like to extend a special thanks to all community members who have provided their input throughout the open house session and for participating in the surveys.

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MESSAGE FROM THE MAYOR



Mayors Message - 2020-2023 Strategic Plan

Since first coming on to Council in 2006, I have always believed and participated in the strategic planning process. Over the last 13 years, successive Councils have developed strategic plans based on incremental change and progress. This revised plan identifies Terrace Bay's challenges, opportunities and plans for the next four years. It truly provides a framework to Council's role of making decisions and administrations' role to carry out those decisions. Above all, it provides guidance and direction. We have been very successful following our strategic path in the past and will continue striving to make our community an even better place to live.

Terrace Bay has been through good times and bad. We have seen our major employer, seemingly on the ropes, only to be revived and to prosper under new ownership. On the Township side, strategic planning has led to some amazing local projects in our community, even during the worst of times. From the Downtown Revitalization, Cultural Centre and construction of the Lighthouse to the revitalization of the Aguasabon Gorge walkway and reconstruction of Radisson and Kenogami roads. Each of these projects are part of a larger vision, previously set out in successive strategic plans. The Provincial and Federal Governments have recognized municipalities' needs for grant funding toward infrastructure and capital projects and we have taken advantage to leverage these grant dollars wherever possible, minimizing the impact to local ratepayers.

Moving forward, we are on the verge of realizing one of our longstanding strategic goals of waterfront development, something I have been passionate about since first coming on Council. The initial phases of waterfront enhancements will position Terrace Bay well, not only to attract tourism but to improve the overall quality of life for local residents. We will continue to follow this strategic process because I believe it is crucial to our success. There are other needs that must be addressed which are outlined in this plan and will guide council and administration over this period.

We cannot move ahead successfully without the support of the people of our community. We seek your input and participation to help Terrace Bay move forward. I have heard it said that "a town is only as good as the people in it" and I know we have a great community. I look forward to seeing what we can accomplish together over the next four years.

Sincerely, Jody Davis

Preamble

In 2015, the Township of Terrace Bay developed their three-year community strategic plan that focused on economic and community development, employment, attraction and retention and revitalization. In 2019, Council commissioned an update of the plan. This strategic plan is the progression of the past plan and lies on similar foundations and pillars of the past plan. The pillars within this plan are intended to help improve the quality of life for the residents of Terrace Bay. The plan also intends to position the Community for tourism, growth, diversification, and other aspects of community development.

Our Vision

A progressive, vibrant and encompassing community that welcomes the world.

Our Mission

To be a vibrant community committed to growth and delivering services that advance the quality of life for our citizens, friends and visitors all within our financial means. A community supportive of our volunteers and businesses and protective of our environment,

Our Guiding Values

Our values are based on a culture of respect and integrity, unity and diversity, pride and prosperity, transparency and accountability to all.



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SECTION 1.0: INTRODUCTION

1.1 The Township

Terrace Bay is a township in the Thunder Bay District of Northern Ontario, Canada. It is located on the north shore of Lake Superior east of Thunder Bay along Highway 17. Its geographical coordinates—are 48° 47′ 0″ North, 87° 6′ 0″ West. Its land mass is equal to 151.04 km² with a population density of 10.67 people per km². The name originates from a series of lake terraces formed as the water level in Lake Superior lowered following the latest ice age. Terrace Bay is approximately 219 km by highway) northeast of Thunder Bay and 481 km (by highway) west of Sault Ste. Marie, along the Trans-Canada Highway.

Terrace Bay is and was a unique town right from the beginning of its creation. Terrace Bay is a planned community that is only 72 years old. It is a single industry community that has been diversifying its economy for the past 25 years due to its dependence on the forestry industry. Due to Terrace Bay's geographic location, the tourism sector has been a major focus of this community's economic diversification.

The Township of Terrace Bay is a quiet, picturesque community located at the top of Lake Superior. This beautiful community is known for its easy living, which is complemented by its tranquil wilderness setting. The community has a proud forestry history. Additionally, its special relationship to the world's largest freshwater lake is why it is known as Lake Superior's Playground. Terrace Bay has nine white sand beaches for visitors to enjoy with easy access from the highway. It has a strong business community with a grocery store, pharmacy, restaurants, gas stations, accommodations, retail shopping and more. Terrace Bay is home to the best kept secret on the Lake, that being the Slate Islands Provincial Park.

Terrace Bay has developed numerous tourist attractions including Aguasabon Gorge and Falls, Tourist Information Centre, Hiking Trails, Snowmobile Trails, Terrace Bay Beach, Aguasabon Golf Course, Trestle Ridge Ski Hill, Terrace Bay Downtown and Lighthouse. Additionally, several tourism products and services support these attractions and the community's efforts for economic diversification. It has also been recognized by numerous organizations in its past efforts to create an ever expanding tourism economy in the community: Northern Ontario Business "Entrepreneurial Community of the Year-2010", North of Superior Travel Association "Tourism Innovator of the Year-2010" and "Best Municipal Marketing Program-2011". More recently Terrace Bay was recognized by Lake Superior Magazine 2017 readers as the "Best Family Destination", "Best Tourist Information Centre" and "Best View of the Lake".

The Township of Terrace Bay wants to continue diversifying its economy with the Terrace Bay Beach Waterfront Development Project. For over two decades, since the beginning of Parks Canada's National Marine Conservation Area Proposal (1995), the Township of Terrace Bay has been working on and planning this exciting regional tourist attraction.

Tourism is quickly growing and plenty of effort has been put forth to market Terrace Bay as a "Place to visit, a Place to stay". Charters can be booked in advance for excursions out to the park to see the friendly caribou population and hike to the highest lighthouse on the Great Lakes. The Township recently renovated the downtown core in a theme of Lake Superior which includes a 5-story lighthouse attraction to take in views of the area. Terrace Bay holds a wide variety of special events during the year. The Township of Terrace Bay is business-friendly and is eager to help new businesses locate to the area and existing businesses to thrive and expand.

The community has a population of approximately 1,611 people. The community has grown by 9.6% since 2011. It has excellent community services available, such as shopping, an ice arena, a recreation centre, public school, a provincial park, a volunteer fire department, public beaches, medical clinic, senior's activities and a decommissioned airport which hosts the Terrace Bay Dragfest every August long weekend. Like many other Northwestern Ontario communities there are plenty of outdoor recreational activities available for all seasons, such as camping, fishing, hiking, mountain biking, blueberry picking, waterskiing, hunting, photography, four wheeling, snowmobiling, sightseeing and canoeing. Tourism, forestry, energy, mining and small business (commercial/retail) are the main industries supporting the community. Terrace Bay employers are mostly self-employed persons and small businesses. Approximately 75% of businesses in the community have fewer than five employees.

1.2 Background

Municipal leadership and administration understand the need to re-energize and diversify the local economy and create positive change for the community in order to meaningfully participate in the everchanging socio-economic conditions in the region. The municipality also recognizes the need for revitalization, renewal and population growth in order to continue to provide the quantity and quality of services it presently does.

To facilitate that, the Township of Terrace Bay is developing a community strategic plan that outlines an overall community vision, defines three-year goals and objectives, and outlines an implementation plan that will clearly illustrate how it will reach its vision and objectives.

The overall project consists of six (6) distinct phases:

Phase 1 - Information Gathering, Literature Review and Analysis

Phase 2 - Community Profile and Environmental Scan

Phase 3 - Community Consultation

Phase 4 - Visioning

Phase 5 - Strategic Direction

Phase 6 - The Plan

The information obtained throughout the different phases of this process has been synthesized in order to develop a comprehensive, long-term vision and direction for the Township of Terrace Bay.

Scope of Work

To complete the tasks and specific activities identified in the Terms of Reference, Crupi Consulting Group worked in close contact with the Township of Terrace Bay. As part of the process to develop this new Strategic Plan, many tools were used to engage and solicit input and feedback from the community:

- Visioning session with Crupi Consulting Group, Council and Senior Staff to complete the following:
 - Definition of the Community Values, Values of the Plan and Guiding Principles
 - Review and revision of the current Vision Statement and Mission Statement
 - Conduct an environmental scan
 - Perform a SWOT analysis
 - Review and revision of the Strategic Objectives
 - Review and revision of the Strategic Initiatives to meet Strategic Objectives

- 2. Strategic Planning review and session with community members for input, review and revision through the following:
 - Open House
 - SWOT Analysis Exercise
 - One-on-One interviews
 - Quality of Life Surveys
 - Strategic Planning Surveys

These sessions/exercises led to the identification, and evaluation, of opportunities and their potential development constraints for the Township.

Documents Reviewed:

- 1. Terrace Bay Waterfront Development Study: Background Reports
- 2. Terrace Bay Waterfront Development Study: Final Report
- 3. Terrace Bay Waterfront Master Plan: Phase 1 Implementation Study Zoning and planning information related to the land areas
- 4. Township of Terrace Bay Strategic Plan (2015-2018)
- 5. Township of Terrace Bay Strategic Plan (2010-2014)
- 6. Community Profile/Quick Facts
- 7. 2006, 2011, 2016 Census Data
- 8. 2016 National Household Survey
- 9. Municipal Act

Additional Sources

Research has also been supplemented through online sources, conversations, surveys with the Council, municipal staff, and residents of the Township.

The Report

This report begins with a general overview of the strategic planning process. It explores the values, vision and mission identified by the community members. The document then reports the results of the public consultations and a summary of the environmental scan. From the information gathered through the above process, five (5) strategic directions have been identified. The rationale behind selecting these strategic directions is to provide guidance and elicit actions, aimed at building on the community's strengths, while also looking at new ways to capitalize the opportunities. For each strategic direction we explore the following:

- Strategy
- Why is it important?
- · What are we trying to achieve?
- Key actions



This Community Strategic Plan sets goals and priorities for the Township and develops a plan that will achieve them. The purpose of a community strategic plan is to provide long-term guidance that will help it achieve its ideal state and vision for the future. The strategic plan provides the Municipal leadership with a decision-making tool for the community, helping it determine which projects to pursue and how to allocate resources to these projects.

1.3 What is this Strategy About?

The Township of Terrace Bay is updating its Community Strategic Plan, with the goal of exploring growth opportunities that will lead to a stronger economic base, improved quality of life, long term sustainability and to be known as "A place to visit, a place to stay".

The last Strategic Plan was developed in 2015 and covered a three-year period. The township of Terrace Bay has been consistent in upkeeping its Community Strategic Plan. The past three years have shown that Municipal Council has been on a course of implementing initiatives identified within and carrying over initiatives that have not been completed without losing direction or sight of the overall goals.

As the local and regional economies shift, this planning exercise comes at a time when confirmation of goals and objectives may be required as well as repositioning in order to capture major economic benefits within this new economy. An effective plan that is properly communicated and implemented can ensure that opportunities for community growth and economic development are seized.

This strategy is to assist the Township of Terrace Bay with creating a 3-year community strategic plan that will focus on economic, employment and community development directions. These directions are intended to help improve the quality of life for Terrace Bay residents, as well as position the Township for both tourism and other aspects of community development.

At the same time this strategy needs to ensure that ongoing projects from the past plan continue being part of this plan and be completed before undertaking any new major project/initiatives. Time and resources already invested need not be squandered. The Township of Terrace Bay has been achieving small, slow incremental success at implementing its plans as opposed to large drastic changes in direction and goals, from strategic plan to strategic plan, and will continue to follow its course. Administration believes that they are using the right approach, and that some realignment is required every 3-4 years.

This comprehensive planning document can be used by the Township to aide in the development of a self-sustaining economic base for the Township of Terrace Bay, from which it can prosper and assist in the development of strategies to bring permanent residents to the community; increase tourism opportunities; expand business opportunities; help sustain existing employment and help create new employment opportunities and increase the quality of life for the residents of Terrace Bay.

The main objectives are:

- To develop a three-year community and organizational strategy that includes long-term vision and values, medium term objectives and priorities and short-term action plans.
- Develop an outline for a longer-term vision for the community

- Outline methods including strategy and specific actions, with first steps in order for the Township to accomplish their goals
- Determine which model or model(s) would be best suited to meet the needs of the Township, enabling the Township to complete its goals.
- Review of previous strategic and other relevant materials provided by the client.
- Include a summary of critical issues and any obstacles (known or perceived) facing Terrace Bay in its efforts to realize any strategic goals established by the plan.

The Township of Terrace Bay needs to position itself to create a self-sustaining, economic base for the community. This Strategic Plan will assist in addressing the short and longer-term economic development concerns of the Township and its residents. In the short-term, the objective is to provide the community with an assessment of its physical, human, and financial resources to meet its long-term objectives of sustained growth and enhanced viability of its economic base.

Further intended outcomes of this Strategic Plan are to determine the relationships between social and economic development, population growth and resource utilization. Emphasis was placed on the study of demographics as well as economic and social factors affecting the community. In carrying out this research, various levels of data including Federal, Provincial and household data, as well as documentation developed by the Township previously, was collected and analyzed. A multi-variant analysis was conducted; analyzing demographics and socio-economic development characteristics of the community.



SECTION 2.0 THE PROCESS

Strategic Planning is the process that determines the future direction of any community, organization, practice, industry or business. At the community level, strategic planning allows residents to participate in a process to develop strategies to enhance or improve their community. Strategic planning aims to exploit the new and differing opportunities of tomorrow. It is the process that prepares a community to capture these future opportunities.

A Strategic Plan allows you to create your future, not merely forecast, or worse react, to economic and market trends. If the planning is not done or done in an abbreviated mode, the community has thrown itself to the mercy of market forces. The purpose of a Strategic Plan is to help define a vision: a clear picture of where the community is going and what you want the end result to look like.

Strategic Planning is a systematic process that identifies and addresses the following points:

- 1. "Where are we now?"
- 2. "Where do we want to be?"
- 3. "How do we get there?"

The strategic plan serves as a blueprint/road map for how an organization will achieve its vision and goals. To ensure that the strategic planning process is effective, a fourth point needs to be included.

4. "How will we monitor and measure results?"

At each stage of the process you will need to involve various people and groups, and this is where the power of strategic planning comes into play.

Figure 1 - Strategic Planning Questions

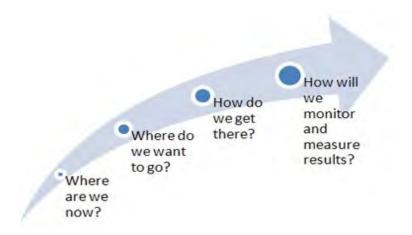
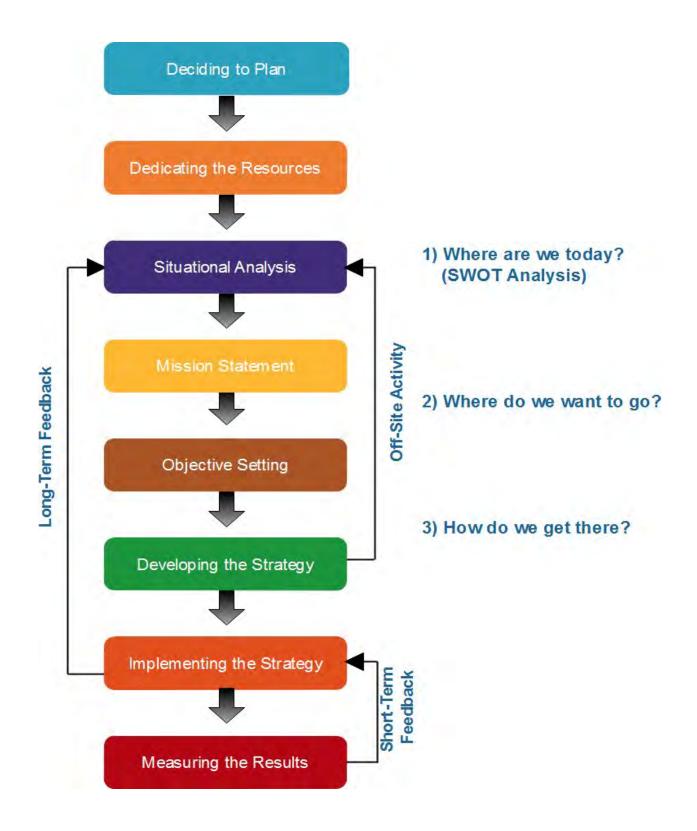


Figure 2 - Strategic Planning Tasks



2.1 Key Steps in Strategic Planning

- 1. Identify Issues and Community Values
- 2. Create or Confirm Vision, Mission, Values, Guiding Principles
- 3. Set Goals and Objectives (SMART)
- 4. Identify Action Strategies
- 5. Implement
- 6. Monitor, Evaluate and Update

Figure 3 - Strategic Planning Cycle



This is the process by which the community envisions its future and develops the necessary steps to achieve that future. It needs to position its internal resources and capabilities in the context of changes in the external environment. The comprehensive economic strategic planning process should do more than plan for the future; it should guide the community in creating its future.

There are many benefits in embarking on the strategic planning process for a community. Some of the benefits include the following:

- Creates a plan that has the community in mind;
- It engages the community and involves a wider group of stakeholders;
- Focuses on broad issues;
- Envisions a community's future;
- It is a proactive and notreactive process;
- Identifies clear impacts and decisions;
- Helps one stay focused;
- Assesses resources, strengths and weaknesses;
- Adds to the stability of the community;
- Gives the community a sense of achievement; and
- Makes it easier to measure success.

SECTION 3.0: THE QUESTIONS

3.1 Why do we Need an Updated Strategic Plan?

The following points were addressed in response to the need for an updated Strategic Plan to meet the current needs of the community:

What is the importance of a Strategic Plan update for the Township of Terrace Bay?

- Want to update previous plan but maintain consistency with past plan goals.
- To identify successes of the past plan and build off those successes.
- To build upon becoming a progressive community and encourage growth.

Was the previous Strategic Plan implemented successfully?

- Some of the goals were met incremental success occurred 2018 infrastructure project moving forward.
- Consistency with existing strategy over the last three strategic plans.

How did you measure its success or failure?

- Accountability and transparency
- Growth moving forward
- · Meeting the goals of a progressive community
- Community satisfaction and pride

3.2 Where Are We Now?

The following statements were brought forward by mayor and council:

- We are a proactive community. We proactively plan in order to develop reserve funds which have helped to pursue funding opportunities for community related projects.
- We are an objective and goal-based community and administration.
- We are a welcoming community. We also are open to change and diversification.
- Due to the highway location, we see people from all over the world every day.

3.3 Where Do We Want to Be?

The following statements were brought forward by mayor and council, as well as community members:

- A progressive, diversified community
- A welcoming community in support of the changing demographics.
- Encompassing, spirited and vibrant community.
- A community of growth (social, demographic and economic).
- A community committed to its residents and to improved quality of life.
- A well maintained and beautiful community.

SECTION 4.0: ENVIRONMENTAL SCAN

We define strategic planning at the community level as "The process by which the community envisions its future and develops the necessary steps to achieve that future." The development of a strategy involves conducting both external and internal analysis. Before the community is ready to decide on its future, it needs to position its internal resources and capabilities in the context of changes in the external environment. The strategic planning process should do more than plan for the future; it should guide the community in creating its future. The following information outlines the geographic, demographic and regional economic profiles and trends for the Township of Terrace Bay.

4.1 Governance

The Terrace Bay Municipal Council is made up of a Mayor and four Councillors. Municipal council meetings are generally held on the first and third Monday of each month, at 6:30 p.m. in the Terrace Bay Community Centre's Council Chambers.

Council meetings are open to the general public. All meeting dates, agendas and minutes are available on the Township's Civic Web Portal where a physical agenda is available at the Municipal Office on Friday afternoon, prior to the meeting on Monday evening. Municipal Council is made up of the following individuals:

Mayor Jody Davis

Councillors Paul Malashewski

Rick St. Louis Bert Johnson Michael Moore

Further details can be accessed at:

https://www.terracebay.ca/government/municipal-information/towncouncil/

Council is committed to:

- 1. Promoting a responsible governance based on the culture of respect, fairness, openness, inclusiveness, honesty, transparency and accountability;
- 2. Identifying and establishing partnership opportunities with industry, First Nations and other municipalities;
- 3. Supporting succession planning of municipal staff and ensuring minimal loss of corporate knowledge;
- 4. Supporting this strategic plan.

4.2 Geographic Profile

Terrace Bay is located approximately 219 km (by highway) northeast of Thunder Bay and 481 km (by highway) west of Sault Ste. Marie, and along the Trans-Canada Highway (Ontario Highway 17). Terrace Bay is and was a unique town right from the beginning of its creation. Terrace Bay is a planned community that is only 70 years old. It is a single industry community that has been diversifying its economy for the past 25 years due to its dependence on the forestry industry and due to Terrace Bay's geographic location (located on Highway #17 and on the shore of Lake Superior). The Tourism sector has been a major focus of this community's economic diversification.

Terrace Bay has developed numerous tourist attractions (Aguasabon Gorge and Falls, Tourist Information Centre, Hiking Trails, Snowmobile Trails, Terrace Bay Beach, Aguasabon Golf Course, Trestle Ridge Ski Hill, Terrace Bay Downtown and Lighthouse) including several tourism products and services that support these attractions and the community's efforts for economic diversification. It has also been recognized by numerous organizations in its past efforts to create an ever expanding tourism economy in our community: Northern Ontario Business "Entrepreneurial Community of the Year-2010, North of Superior Travel Association "Tourism Innovator of the Year-2010 and "Best Municipal Marketing Program- 2011". More recently Terrace Bay was recognized by Lake Superior Magazine (2017) readers as the "Best Family Destination", "Best Tourist Information Centre" and "Best View of the Lake".

The Township of Terrace Bay wants to continue to develop its economic diversification with the Terrace Bay Beach Waterfront Development Project. For over two decades, since the beginning of Parks Canada's National Marine Conservation Area Proposal (1995), the Township of Terrace Bay has been working on and planning this exciting regional tourist attraction.

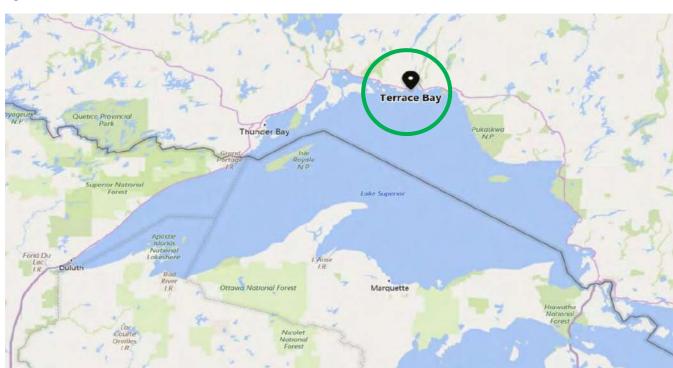


Figure 4 - Location

4.3 Population Demographic Trends

Census data from 2016 indicates that currently the Township holds a population of 1,611 residents. The 2016 population count for the Township represents a 9.5% increase from 2011. Additional information is presented in the table below.¹

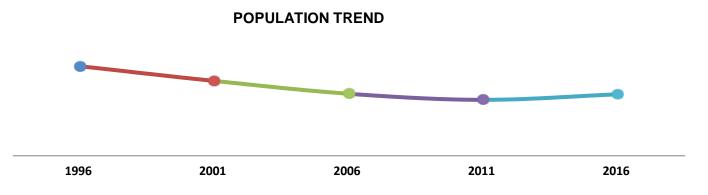
Table 1 - Population Information

Population and dwelling counts	Total
Population in 2016	1,611
Population in 2011	1,471
Population in 2006	1,625
2011 to 2016 population change (%)	9.5

Source: Statistics Canada

As depicted in the figure below, Terrace Bay's population has been on the decline but has shown some increase since 2016.

Figure 5 - Population Trend



Source: Statistics Canada

The median age in the Township of Terrace Bay is 50.8 years. The majority of the Township's residents (64.6%) are between the ages of 15 and 64 and are considered to be part of the working age population.

¹ <u>"Terrace Bay census profile"</u>. <u>2016, 2011, 2006 Census of Population</u>. Statistics Canada. Retrieved 2019 – 03 -16.

Table 2 - Age Characteristics

Age Characteristics			
Total Population by Ago Groups	Total	Male	Female
Total Population by Age Groups	1,610	810	800
0 to 14 years	240	125	120
15 to 19 years	65	35	25
20 to 29 years	150	70	80
30 to 39 years	190	105	85
40 to 49 years	145	70	75
50 to 59 years	335	165	170
60 to 69 years	275	155	125
70 to 79 years	130	65	70
80 years and over	75	25	45
Average age of the population	45.2	44.6	45.9
Median age of the population	50.8	50.2	51.1
% of the population between 0 and 14 years	14.9	15.4	15.0
% of the population between 15 and 64 years	64.6	65.4	63.8
% of the population between 65 and over	20.5	19.1	21.3
% of the population between 85 and over	2.5	1.2	3.1

Source: Statistics Canada

The Township of Terrace Bay's population is characterized primarily by English-speaking (88%) and French (12%) speaking Canadian citizens.

Table 3 - Dwellings/Land Information

Total private dwellings	821
Private dwellings occupied by usual residents	743
Population density per square kilometre	10.5
Land area (square km)	152.82

Source: Statistics Canada



Table 4 - Level of Education Attainment

Level of Education		
Total Population 15 Years and Over	1,355	
	Total	% of Population
No certificate, diploma or degree	205	15.13
High school certificate or equivalent	385	28.41
Apprenticeship or trades certificate or diploma	170	12.55
College, CEGEP or other non-university diploma	395	29.15
University certificate or diploma below bachelor level	10	0.74
University certificate, diploma or degree above bachelor	190	14.0

Source: Statistics Canada

Table 5 - Income Level

2015 Incomes	
Family income in 2015 of economic families	475
Median total income of economic families in 2015 (\$)	94,037
Average Family Size	2.7

Source: Statistics Canada

Table 6 - Basic Indicators

Basic Indicators	
Total Population 15+	475
Employment Rate	55.2%
Unemployment Rate	10.3%
Labour Force Participation Rate	61.1%



Table 7 - Labour Force by Occupation

Labour Force by Occupation	
Management	8.5%
Business, finance & administration	10.3%
Natural and applied sciences	4.2%
Health occupations	6.7%
Education, law & social, community & government services	13.9%
Art, culture, recreation & sport	1.2%
Sales & service	19.4%
Trades, transport and equipment operators & related	21.2%
Natural resources, agriculture & related production	0.0%
Processing, manufacturing & utilities	13.9%

In Terrace Bay the majority of the population are married (and not separated) and have children living at home between the ages of 6 to 14 years. The top four occupations (based on NOC codes) for residents employed in Terrace Bay are:

- 1. Trades, transport and equipment operators and related occupations,
- 2. Sales and service occupations,
- 3. Occupations in manufacturing and utilities, and,
- 4. Occupations in education, law and social, community and government services.

While the top three industries based on NAICS codes are:

- 1. Manufacturing,
- 2. Healthcare and social assistance, and,
- 3. Education services.

The average personal gross income in Terrace Bay is \$49,502 per year while the average after-tax income is \$41,255. Most of the population in Terrace Bay lives in a single-detached house and the average home value is \$94,112. The majority of the homes in Terrace Bay were constructed between 1961 and 1980. The most predominant religious faith is Christian. The majority of the population who live in Terrace Bay are Canadian citizens. The most predominant continent of origin for most migrants to Terrace Bay is Europe with a new flex of migration from EastIndia.

Married (and not separated) are the predominant family structure in Terrace Bay. They account for 51.46% of the population. People that are living common law account for 12.04% of the population of Terrace Bay. People that are widowed account for 8.39% of the population of Terrace Bay. People that are separated account for 2.19% of the population of Terrace Bay. People that are divorced account for 6.57% of the population of Terrace Bay.

Table 8 - Marital Status

Marital Status		
Total Population 15 and over (100% data)	1370	
Married or Living in Common Law	870	63.50%
Married	705	51.46%
Living in Common Law	165	12.04%
Not Married or Living in Common Law	500	36.50%
Never Married	265	19.34%
Separated	30	2.19%
Divorced	90	6.57%
Widowed	115	8.39%

In Terrace Bay the majority of children living at home are 6 to 14 years of age. This accounts for 14.91% of the population. Children under 5 years of age are 4.34% of the Terrace Bay population. Children 20 to 24 years of age are 4.04% of the Terrace Bay population. Children 15 to 19 years of age are 4.34% of the Terrace Bay population.

Most of the homes in Terrace Bay are single detached houses. This accounts for 86.58% of homes in Terrace Bay. 9.4% of homes in Terrace Bay are in apartment buildings that have fewer than five storeys. 1.34% of homes in Terrace Bay are semi-detached houses. 2.10% of homes in Terrace Bay are row houses.



Table 9 - Household Characteristics

Household Characteristics		
Total Households by Tenure	740	
Owner	610	82.43%
Renter	130	17.57%
Occupied Private Dwellings by Condominium Status	745	
Condominium	10	1.34%
Non-Condominium	735	98.66%
Occupied private dwellings by number of bedrooms	745	
1 bedroom	30	4.03%
2 bedrooms	140	18.79%
3 bedrooms	340	45.64%
4 or more bedrooms	235	31.54%
Occupied private dwellings by number of rooms	740	
1 to 4 rooms	85	11.49%
5 rooms	115	15.54%
6 rooms	145	19.59%
7 rooms	150	20.27%
8 or more rooms	245	33.11%
Average number of rooms per dwelling	6.7	
Private households by suitability	745	
Suitable	735	98.66%
Not Suitable	10	1.34%
Occupied Private Dwelling by Period of Construction	740	
1960 or before	280	37.84%
1961 - 1980	350	47.30%
1981 - 1990	100	13.51%
1991 - 2000	15	2.03%

In Terrace Bay the most predominant religious affiliation is Christian. This accounts for 78.62% of the population Terrace Bay. No religious affiliation accounts for 19.31% of the population of Terrace Bay. Muslim accounts for 2.07% of the population of Terrace Bay.

In Terrace Bay Canadian citizens account for 95.28% of the population. The other 4.72% of the Terrace Bay population are Non-Canadian Citizens.

Table 10 - Citizenship

Citizenship		
Citizenship for the population in private households	1590	
Canadian Citizenship	1515	95.28%
Non-Canadian citizens	75	4.72%

Table 11 - Language

Language		
Mother Tongue for the total population	1585	
Single response	1560	98.42%
Official language	1445	92.63%
English	1345	86.22%
French	100	6.41%
Non-official language	120	7.69%
Knowledge of official language	1585	
English only	1395	88.01%
French only	0	0.00%
English and French	185	11.67%
Neither English or French	10	0.63%
First Official language spoken for the total population	1585	
English	1475	93.06%
French	95	5.99%
English and French	5	0.32%
Neither English or French	10	0.63%





SECTION 5.0: PRINCIPLES AND VALUES

5.1 Guiding Principles

Quality of Life

For the Council of the Township of Terrace Bay, community economic development is much more than simple economic growth. Community economic development is viewed as a tool that contributes to the quality of life for the people in the community. This embraces what is often referred to as the triple bottom line approach (including social, environmental and economic factors) or the "four pillars" model (which also includes those three aspects, as well as "culture" as four lenses for decision making. Putting community economic development into practice means:

- 1. Making sure that young people are connected to the community throughout their lives and have opportunities to settle there if they so desire.
- 2. Providing safe and comfortable spaces for the aging population.
- 3. Securing meaningful employment for residents.
- 4. Engaging the community in important decisions that affect their lives.
- 5. Ensuring a welcoming atmosphere for both new and established enterprises
- 6. Celebrating tradition and culture.
- 7. Relying on skilled and passionate volunteers to get things done.

All guided by the principles of sustainability, creativity and inclusivity/diversity.

Sustainability

Meeting todays needs without compromising the needs of future generations. Leadership realizes the importance of sustainable development to their future survival prosperity. They are acting on this recognition by exploring development that meets the criteria of suitability.

Sustainability ensures that development is:

- 1. Economically feasible
- 2. Reduces or prevents environmental degradation
- 3. Promotes equality and fairness

Creativity

Trying out ideas that have not been tried before and embracing the gender, ethnic and age diversity of the community. Creativity can mean challenging what has been the norm for a long time and allowing fresh thinking about old problems. Creativity can also mean valuing the creative and cultural assets that can be found in all communities, while also being willing to include them in community economic development planning.

Creativity includes and ensures:

- 1. Engagement and decision-making include a diversity of people (old, young, new immigrants, the unemployed, male and female).
- 2. Considering the concept of the creative economy.

3. Brainstorm the creative assets that already exist in the community. (How are they unique? Are those that are doing creative work being supported in any way?)

Inclusivity/Diversity

Community Inclusivity and diversity are two principles that go hand-in-hand as a process of creating an open and inviting community. By eliminating barriers, everyone, regardless of race, colour, faith and origin, as a diverse group of individuals can live, work, play, and enjoy all services, opportunities and positions of leadership in accord. When establishing community involvement, partnerships and leadership positions, a diverse culture enables the community to work towards becoming an inclusive harmonious society.

5.2 Guiding Values

Based on consultations with Council, the following is what have been defined as corporate and community values and to which leadership is committed:

What our Values are:

- Respect
- Integrity
- Diversity
- Unity
- Pride
- Prosperity
- Transparency
- Accountability

What Values Guides Us:

Our values are based on a culture of respect and integrity, unity and diversity, pride and prosperity, transparency and accountability to all as well as the environment.

5.3 What Administration Values

The administration was asked about which values they believed contributed to their operational success. The following is what was defined:

- Inclusivity of managerial governance/finance.
- Openness in communication and consultation (not operating in an environment of silos).
- Transparency among Council, administration and staff.
- Regular structured meetings that include all departments and where issues are reported, discussed and resolved.
- Accountability to the approved plans and their outcomes.
- Receiving significant guidance to ensure that the entire team is supported
- Department heads that have a similar mindset creating a culture of success ("we like winning hate losing").

5.4 What the Community Values

Through openness, the participants were asked if they agreed with the values identified by leadership as community values. Overwhelmingly the group agreed with these values.

SECTION 6.0: SWOT ANALYSIS

A scan of the internal and external environments is an important part of the strategic planning process. Environmental factors internal to the organization usually can be classified as **Strengths** or **Weaknesses**, and those external to the organization/community can be classified as **Opportunities** or **Threats**. Such an analysis of the strategic environment is referred to as a SWOT analysis.

Strengths Weaknesses Opportunity Threats

Figure 6 - SWOT

Strengths

The Community's strengths are its resources and capabilities that can be used as a basis for developing a competitive advantage.

- Mill stability
- Thriving seniors (active) make up a strong volunteerbase
- Many recreational activities to offer
- Essential services
- Quality of life people choose to live here
- 3 Schools Public and Catholic elementary, highschool
- Good functional hospital, long term care
- Geography
- Developmental opportunities
- Abundance of potential
- Natural resources 2 waterfalls, hiking trails, established nature reserve, natural parks, pristine lakes
- Highway location accessibility
- Well planned community
- Reliable infrastructure

Weaknesses

The absence of certain strengths may be viewed as a weakness. In some cases, a weakness may be the flip side of strength.

- Finances money limited due to lowtax base
- Single industry town heavy reliance on it
- Human capital overtaxed or lack of
- "Brain drain" youth
- Aging demographics therefore resulting in weakening of volunteer base
- Municipality working alone and not with other communities cooperationlacking
- Lack of work force better paying jobs
- Competition with other communities

Opportunities

The external environmental analysis may reveal certain new opportunities for profit and/or growth.

- Diversification in tourism
- Land and property (serviced and new)
- Secondary industries from the mill
- Small business expansion (friendly)
- Our geography and what it offers.
- Secondary tourism profit
- Marine conservation area
- Collaboration and cooperation with other municipalities/regional organizations/provincial and federal
- Leveraging of other resources in the area
- Past success breeds new opportunity
- Waterfront downtown revitalization
- Networking marketing
- A supportive council (also a strength)
- Data collection who visits, shows growth market to them and leverage investment

Threats

Changes in the external environment also may present threats to the Community.

- Mill stability
- Aging infrastructure
- Provincial and federal grant money
- Political culture lack of reliability infunding levels
- Aging population
- Mill relationship
- Mission creep
- Councils arbitrations
- Citizen expectations
- Youth loss
- Stagnation and fear of change
- Business succession lack of planning
- Succession planning within the municipality
- Loss of Institutional knowledge
- Competition from other municipalities
- Stability and diversification of the mill
- Good relationship with the mill

SECTION 7.0: VISION AND MISSION

Through the visioning sessions, it was very clear that some common themes were emerging. The people of Terrace Bay expressed the following in regard to their community:

- 1. They want the community to become:
 - a bigger tourist destination.
 - a more diversified and larger business community
 - a greener community (community garden, tree planting), and environmentally responsible.
 - more innovative in community developments.
 - a growing community with a lower mean age of the population.
 - a place where the youth want to stay.
 - a more vibrant community.
 - a community where residents want to meaningfully participate and volunteer in community activities.
- 2. They want the community to continue being:
 - a progressive and welcoming community.
 - a visually attractive community while always striving to improve community image.
 - a community supportive of demographic change.
 - a community with services geared to seniors.
 - an economically viable and stable community.
 - a community that incrementally achieves goals in a realistic manner.
- 3. They want the community to:
 - see more tourist focused businesses developed within the community.
 - celebrate community achievement and recognize the community's 75th anniversary
 - implement the Business Improvement Infrastructure Plan, the Asset Management Plan, and attract a new financial institution
 - establish a meaningful relationship with the local pulp mill.

The above statements and principles served as a guide in the development of the Vision and Mission.

7.1 Our Vision Statement

A progressive, vibrant and encompassing community that welcomes the world.

7.2 Our Mission

To be a vibrant community committed to growth and capable of providing services that advance the quality of life for our citizens; friends and visitors all led by strong leadership that supports our volunteers and business community while protecting the environment.

SECTION 8.0: SURVEY RESULTS

Two surveys were developed and administrated as part of the Strategic Plan. Both surveys were delivered in a hard copy format as well as an on-line format. The first survey, "Quality of Life in Terrace Bay," received 110 responses and the second survey "Strategic Planning Questionnaire" received a total of 115 responses. The following are the highlights of these surveys:

8.1 Quality of Life Survey Responses

1. OVERALL QUALITY OF LIFE

- 64% Good
- 18% Excellent
- 10% Neutral
- 8% Needs Improvement

2. RAISING CHILDREN

- 90% feel it is a good place to raise children
- 10% do not feel that it is a good place to raise children

Comments

- Need programs for teens/high schoolers limited social/athletic options
- Parks and recreation needs updating need indoor winter activities indoor pool
- Lacking quality childcare in community
- Focusing too much on seniors but not enough on the youth

3. RETIREMENT COMMUNITY

- 89% feel it is good place to retire
- 11% do not feel that it is a good place to retire

Comments:

- Need banking facility
- Need senior's apartments or assisted living
- Improve health care for seniors, and/or improve transportation options to Thunder Bay for medical
- Would like an indoor pool

4. EMPLOYMENT

- 75% feel it is good place to work
- 25% do not feel that it is a good place to work

Comments:

- Limited diversity in jobs
- Limited opportunities especially with no Grade 12 education
- Childcare is an issue for thoseworking

5. SAFETY/SECURITY

- 87% feel safe in the community
- 13% do not feel safe in the community

6. ROAD SAFETY

- 71% feel very safe using theroads
- 26% feel somewhat safe using the roads
- 3% do not feel very safe using the roads



7. WHAT PEOPLE LIKE MOST

- 1. Safety: low crime, security (85%)
- 2. Affordability (66%)
- 3. Parks & trails (64%)
- 4. Greenspace: environment, air, water (64%)
- 5. Recreation facilities (46%)
- **6.** Township services, staff & council (44%)
- 7. Location: layout of the town (41%)
- **8**. Library (38%)
- **9**. Low taxes (34%)
- **10**. Traffic flows (28%)
- 11. Rural-urban balance (24%)

Comments:

- Friendly people
- Golf Course
- Trestle Ridge Ski Hill
- Senior Centre
- Community feel

8. WHAT PEOPLE WOULD LIKE TO SEEIMPROVED

- 1. Transportation: road quality, speed limits, etc. (39%)
- 2. Garbage/recycling, pick up & drop-off (38%)
- 3. By-law enforcement, lack of (30%)
- 4. Land use planning, growth density (26%)
- 5. Sense of community, poor or lack of (26%)
- **6.** Taxes, too high (22%)
- **7.** Water use restrictions/water quality (17%)
- **8.** Animal control/unleashed pets (16%)
- **9.** Environment: rural area protection (15%)
- **10.** Affordability (11%)
- 11. Sewage treatment (3%)
- 12. Crime Prevention (2%)

9. RECOMMENDATIONS

- Hold mill accountable for pollution/air quality, smell, dust (particle fallout)
- Need a qualified day carefacility
- Opportunities for youth extracurricular, sports, social programs, drop-ins
- Need senior's apartment/assisted living
- Need banking facility
- Organized sports for kids (or leagues) other than hockey/skating
- Housing options, apartments
- Need to attract families
- Lower food costs
- Need indoor activities over winter months/indoor pool
- Improve existing fitness facility
- Stores to be open longer and every day
- 24-hour gas bar
- Improve relationship with mill
- Include entertainment and events in nearby communities on township website event calendar
- Improve relationships with nearby communities



- Need new events, more entertainment brought in summer in the parks, musical acts, adult dance classes etc.
- Park improvements/community garden
- Innovate for diversity
- Improve recycling program and implement green initiatives rain barrel program/rebates, rain gardens, mandatory recycling
- Make twice weekly garbage pickup from May to October to deter the bears
- Attract new businesses especially retail
- Consistent enforcement of by-laws
- Communication board at the township office for community groups

8.2 Strategic Planning Questionnaire Responses

1. IMPORTANCE OF COMMUNITY SERVICES (1 being the most important)

- 1. Fire & rescue services (96%)
- 2. Street repair/maintenance (89%)
- 3. Garbage/recycling/leaf collection (81%)
- 4. Storm-water drainage & flooding (78%)
- 5. Sidewalks & street lighting (73%)
- 6. Economic development (67%)
- 7. Fitness/recreation facilities and programs (66%)
- 8. Park, open spaces & playgrounds (61%)
- 9. By-law enforcement (44%)
- 10. Township website (41%)
- 11. Land use planning (38%)
- 12. Floral/landscaping on public property (36%)
- 13. Arts, culture & heritage programs (30%)
- 14. Building inspections & permits (30%)
- 15. Business licensing (22%)

SATISFACTION WITH EXISTING SERVICES (1 being the most satisfied)

- 1. Fire & rescue services (80%)
- 2. Township website (47%)
- 3. Fitness/recreation facilities and programs (46%)
- 4. Garbage/recycling/leaf collection (46%)
- 5. Sidewalks & street lighting (43%)
- 6. Storm-water drainage & flooding (41%)
- 7. Park, open spaces & playgrounds (38%)
- 8. Floral/landscaping on public property (36%)
- 9. Building inspections & permits (34%)
- 10. Business licensing (29%)
- 11. Arts, culture & heritage programs (28%)
- 12. By-law enforcement (28%)
- 13. Economic development (25%)
- 14. Street repair/maintenance (23%)
- 15. Land use planning (22%)

3. PREFERRED METHOD OF COMMUNICATION (1 being the most preferred)

- 1. Township website (70%)
- 2. Township publication (32%)
- 3. Email (31%)

- 4. Word of mouth (28%)
- 5. Radio or TV Station (22%)
- 6. Facebook/Social media (18%)
- 7. Newspaper (14%)
- 8. Contact member of municipal hall staff (12%)
- 9. Contact member of municipal council (9%)
- 10. Community association (6%)

4. WHERE PEOPLE WOULD LIKE TO SEE IMPROVEMENTS (1 being the top choice)

- 1. Building inspections & permits (78%)
- 2. Township website (77%)
- 3. Fire & rescue services (76%)
- 4. Storm-water drainage & flooding (75%)
- 5. Land use planning (75%)
- 6. Business licensing (73%)
- 7. Fitness/recreation facilities and programs (73%)
- 8. Sidewalks & street lighting (71%)
- 9. Garbage/recycling/leaf collection (70%)
- 10. Park, open spaces & playgrounds (68%)
- 11. By-law enforcement (65%)
- 12. Arts, culture & heritage programs (63%)
- 13. Floral/landscaping on public property (61%)
- 14. Economic development (54%)
- 15. Street repair/maintenance (39%)

5. WHAT WOULD YOU ADVISE COUNCIL TO DO? (1 being the top choice)

- 1. Maintain or increase existing services primarily by increasing user fees for services (46%)
- 2. Maintain or increase existing services primarily by increasing property tax rate (27%)
- 3. No opinion (14%)
- 4. Reduce services in order to maintain or decrease current property tax rate (12%)

6. IN SUPPORT OF INCREASED TAXES FOR REPLACEMENT OF INFRASTRUCTURE

- 69% are in support
- 31% are not

7. WHICH CAPITAL PROJECTS PEOPLE WOULD LIKE TO SEE MONEY SPENT ON? (1 being the top choice)

- 1. Sewer & storm drain systems (37%)
- 2. Roads & traffic control (35%)
- 3. Recreation facilities (30%)
- 4. Snow removal (30%)
- 5. Water supply (25%)
- 6. Waste collection & recycling (23%)
- 7. Parks & trails (22%)
- 8. Streetscape/beautification projects (21%)
- 9. Sidewalks (20%)
- 10. Township buildings (16%)
- 11. Environment protection & enhancement (13%)
- 12. Arts & culture (11%)

8. IMPORTANCE OF ISSUES (1 being the top choice)

- 1. Local economy/jobs/unemployment (70%)
- 2. Lack of banking services (69%)

- 3. Strong relationship with industry partners (67%)
- 4. Quality of roads (64%)
- 5. Communication with citizens (64%)
- 6. Strong relationships with governments and agencies (64%)
- 7. Taxes (64%)
- 8. Quality of township services (57%)
- 9. User fees and program fees (51%)
- 10. Environment (47%)
- 11. Issues related to growth (40%)
- 12. Traffic (13%)

Comments:

- Hold mill accountable for the pollution
- Need more housing (apartments) choices, especially for seniors
- Concerned about proposed LNG project retrofitting costs will be a barrier to residents and businesses absence of affordable HVAC technicians will pose a problem

9. EXPECTATIONS FOR THE FUTURE

- Economic growth
- Continue to be a serene town
- Another industry to support town/growth; need more businesses/retail; need more services (i.e. veterinarian)
- Updates to the fitness facility
- A public park or fenced in green space
- Repairs to the aging infrastructure
- Increased tourism
- Streets repaired/better drainage
- Increased recreational programming/facilities for kids and youth
- A banking facility
- Indoor pool
- Improved hours for facility use
- Improved business operating hours open longer, open every day
- Water and sewer upgrades
- Increased cultural and artistic venues waterfront concerts, outdoor markets, outdoor movies



SECTION 9.0: STRATEGIC DIRECTIONS

In order to determine the strategic directions of this plan, we summarized all the information gathered through the Community engagement and consultation process. From the analysis of this information, five (5) general themes or statements emerged:

- 1. Quality of Life
- 2. Sustainable Economy
- 3. Community Growth
- 4. Community Pride & Care for the Environment
- 5. Marketing and Branding Terrace Bay as a Tourist Destination

For each statement, a strategic direction was developed keeping in mind the community values, mission and vision. The strategic directions are the following:

- 1. Community Well-being
- 2. Economic Diversification and Sustainability
- 3. Community Growth, People and Assets
- 4. Community Beautification & Environment
- 5. Terrace Bay a Destination

Figure 7 - Key Development Directions



9.1 Consultations

Through the initial consultations there was a general understanding that the Township of Terrace Bay has some needs and issues to be addressed in order to continue being a vibrant and sustainable community in the future. These needs and issues can be summarized as follows:

Community Well-Being

Quality of life in Terrace Bay is relatively good. Leadership and administration are committed to doing what it can to continue providing the necessary services, programs and amenities to sustain a good quality of life and well-being of the residents. One can consider the lifestyle in Terrace Bay as being very relaxed and accommodating but the quality of life desired within the community needs to be balanced at an affordable price. Programming, services and amenities that advance the quality of life also need to be all encompassing and to consider the needs of all demographics (youth, seniors, minorities, etc.). To help with the improvement of some aspects of quality of life, the involvement of stakeholders like students, minorities, youth and seniors need to be encouraged. Primary health care is high in the community but there is a lack of specialized health care. Leadership is bridging this gap by providing transportation to Thunder Bay and is also researching ways to further help those who need it. Leadership is also exploring ways to work with youth and seniors to provide activities and services that will provide opportunities of enhanced quality of life. The main areas of focus have been identified as:

- 1) Health and Welfare
- 2) Seniors, youth and minorities
- 3) Culture and Tradition
- 4) Recreation, Parks and Amenities
- 5) Volunteer groups and their support (Golf Course / Ski Hill / Curling etc.)

Economic Diversification and Sustainability

When exploring diversification, both the economy and people come to mind. This section focuses on the economy for the "people aspect" which is addressed through community growth. Council and administration identified the need to create a diversified and vibrant economy that is sustainable over time. This would happen through: the attraction of new businesses to the community; assistance in the development of new businesses proposed by young and new entrepreneurs within the community; and by providing assistance and support to existing businesses. Further to the above, marketing of existing business opportunities in the community to market could assist those businesses that have not prepared for succession.

With respect to sustainability, one point that was expressed was the need to complete that which has been started in past plans before undertaking new plans. With many initiatives tabled and some in progress, it is felt that the incremental accomplishment of what has already been identified needs to be brought to completion and then to focus on how to keep them sustainable.

Along with sustainability, leadership believes that there is a role for them play with local major employers. Understanding their needs and creating and maintain meaningful relationships and assisting when and where possible.

As many of the initiatives and goals identified in the past strategy are ongoing or have not yet been achieved, it has been expressed to keep the course before venturing into new initiatives that may

detract from completing what has been started. The following are some initiatives identified that the community wants to continue to build upon:

- 1. Partnerships and Relationship Building
- 2. Downtown and Business District Revitalization
- 3. Future Plans for the Terrace Bay Airport
- 4. Investment Readiness
- 5. Business Development
- 6. Highway Commercial Development

Community Growth: People and Assets

With respect to community growth the prime focus lies in the demographic change of the community. As many communities in Northern Ontario are getting older and smaller (the mean age within the community continues to rise as well as population dropping) there is a need to keep youth within the community and attract other from the region, and other Provinces as well as new comers to Canada to the township of Terrace Bay. With this in mind focus needs also to be place on the needs of retirees and active seniors. Community growth needs encompass the whole life cycle from youth to seniors.

Over the past 10 years the community has taken on and completed some very important projects that had excellent funding sources (i.e. Downtown, Cultural Centre, Waterfront, Infrastructure Projects). There is a feeling that the community should 'slow' down on projects that are adding to the community's existing facilities/assets and focus on re-investing some monies back into our existing facilities that the community plans to keep using, like the arena, ski-hill, courts, trails, curling club, golf course, etc. The continual addition of assets without allocation of more staff or more man hours will eventually degrade the asset that the community has work hard in developing thus, there needs to be a sustainable balance between proper maintenance/upkeep and addition of facilities and assets in order to continue maintaining the community aesthetically pleasing. It's also very important to continue to maintain and upgrade Municipal facilities, underground infrastructure, vehicles and equipment. Doing so goes a long way in providing quality and efficient services to our residents and visitors. Have a Municipal Roads Condition Assessment done with the results included in the Asset Management Plan.

Community growth also refers to capacity building within the community and specifically to youth and student involvement. The development of future leaders is something Council is taking seriously and believes that there is a need to have youth involvement on Council.

- 1. Attraction and Retention of New Residents, Youth and Seniors
- 2. Municipal Services
- 3. Explore and develop plans that promote new housing and accommodation opportunities

Community Beautification & Environment

Terrace Bay is an aesthetically pleasing community, well laid out and clean. This is a reflection of the pride residents and leadership have for their community. Some believe that there is a need to enhance more green space and trees and be environmentally cautious in doing so.

Community pride doesn't come without volunteerism. At this time the community volunteer base works well but over time is getting tired. Leadership feels that the volunteers need be celebrated and acknowledge as well as letting them know that their help makes Terrace Bay a better place to live.

Leadership also needs to explore ways to get community members involved and take ownership of various initiative.

- 1. Green Space and Aestheticists
- 2. Clean Energy
- 3. Environmental Protection
- 4. Clean Water
- 5. Waste Diversion and Disposal

Terrace Bay a Destination

As per the vision statement "A progressive, vibrant and encompassing Community that Welcomes the World", the community sees the potential of being a "Tourist Destination" considering its tourism and recreation related assets (Lighthouse, Beach, Marina, Gorge, Walking Trails, etc.) as well as the organized events that are put on. The community's location on Highway 17 is definitely a strategic attribute. Highway signage and word of mouth from those who have already visited have helped to showcase this potential, but there is more that needs to be done to put Terrace Bay on the map. The questions that come up are "How do we get the world to know about us?", "How do we sell our community and market any available opportunities?", "What forms of marketing do we invest in?", How do we become ambassadors of our community". Leadership is committed to creating conditions for events to prosper.

The main areas of focus have been identified as:

- 1. Market Terrace Bay as a tourist destination
- 2. Develop and promote new tourism products
- 3. Maintain and develop natural tourism assets
- 4. Continue and Expand the marketing of local events



SECTION 10.0: IMPLEMENTATION

10.1 Community Goals

From the Vision stems the development goals. As **Quality of Life** is an important value of this Strategic Plan, and that community development is more than just economics, generation of wealth and its distribution, the identified goals that this plan wishes to achieve all play an integral part in enhancing the Quality of Life.

Goals:

- 1. Providing good municipal services, amenities and programming that will enhance the quality of life of our residents at a cost that can be afforded.
- 2. Focus on needs of elders and youth ensuring a healthy and vibrant community.
- 3. Create the conditions to favour a diverse economy and investment prosperity.
- 4. Ensure that Terrace Bay grows and issustainable for the future.
- 5. Ensure that Terrace Bay continues being a beautiful and appealing place to live and raise a family.
- 6. Develop our unique "Tourism Identity" and make sure everyone knows aboutit.

10.2 Terrace Bay's Community & Economic Development Strategy

As stated above, the following strategic directions stem directly from the Leadership input and community consultation:

Figure 8 - Strategic Direction



For each strategic direction, a series of actions have been identified and form part of the implementation plan. The rationale behind selecting these objectives within the above topics is to provide direction and actions aimed at building on the Community's strengths, while also looking at new ways to capture the opportunities for growth, all in order to positively influence desired change and outcomes within the community.

10.3 Implementation Strategies

The implementation of an overall strategy encompassing the following objectives, should lead to an improved Quality of Life.

1. Community Well-Being

Strategy:

To create a healthy community environment that encompasses physical, mental, cultural and social well-being, quality of life and human development for all. The strategy embraces a broad definition of health and well-being.

Why is this important? The health of a community is not just about the health of the people. It is also about the health of their environmental, social and economic conditions and of the community, and the political processes that lead to the shaping of those conditions.

One's happiness is intertwined with the well-being of the local community. Being connected in a community helps one feel like they belong which has a big impact on one's own happiness, that of their family, and the community as a whole. Improving community well-being leads to knowing each other better, volunteering, organizing events and activities, supporting local activities, finding ways to help improve and utilize community facilities and the community itself.

What to achieve:

To sustain a vibrant community through:

- 1. Diversity and Social Inclusion (seniors, youth and minorities),
- 2. Supportive Housing,
- 3. Health and Wellness,
- 4. Communication and Engagement,
- 5. Community Safety.



Key Actions:

Diversity and Social Inclusion

- 1. Support and acknowledge community volunteer groups (Golf Course/Ski Hill/Curling etc.)
- 2. Support and increase community involvement in planning events and activities for all age groups in the community.
- 3. Council to seek and maintain broader community representation in Council decision making processes through structured consultation mechanisms such as Community Advisory Forums. Engage diverse citizen participation and be citizen-driven.
- 4. Address issues through collaborative problem-solving.
- 5. Support organizations and local community groups that deliver programs and services within the community.
- 6. Develop a Youth Council and get theminvolved.
- 7. Develop and support initiatives that provide participation opportunities for local residents such as urban renewal projects, community beautification projects, etc.

Supportive Housing

- 1. Explore programs and funding for complex care packages and supported accommodations to facilitate residents to remain living in their homes in the community.
- 2. Explore funding related options available through government agencies for supportive housing.
- 3. Advocate for both affordable social and elders' housing.
- 4. Develop a supportive housing plan with potential partners.
- 5. In the plan, consider the development of an elders' complex.
- 6. Explore repurposing assets from tax sales for supportive housing.

Health and Wellness

- 1. Work with local Service Groups and volunteer to promote activities within the community that focus on:
 - arts, culture, tradition, heritage, recreation and entertainment;
 - protection of the natural environment;
 - social networking;
 - local cultural and spiritual heritage.
- 2. Partner and work with local relevant agencies to explore the development and/or delivery of programs that address:
 - Adequate access to health care services;
 - Enhanced and improved health care services;
 - Physical, Mental and Psychological well-being;
 - Time or work-life balance;
 - Life learning opportunities, education and skills.
 - 3. Maintain and develop services for seniors:
 - Undertake a review of the Community Transport Service to address elders' issues.

Communication & Engagement

1. Spread the net wide to ensure the messaging is heard by as many people as possible. Make information and plans widely available through local residents, public meetings, community newspapers and public consultation events to gain feedback on priorities.

- 2. Engage local residents of different demographic segments when developing projects, programs and community initiatives. Through engagement, empower and give them a sense of ownership of the projects, programs and/or community initiatives.
- 3. Take projects to the community. Gather the views of the residents and stakeholders early on, and ensure they are built into the program and that targets are set and communicated. Take time to research and respond to the needs of minority or hard to reach groups in the local area.
- 4. Take advantage of web-based technology. Develop a social networking presence for the community. Communicate virtually and make material available in downloadable form.
- 5. Develop an ongoing community events schedule, keep it updated and relevant and ensure it is shared throughout the community in print and digital form.
- 6. Leverage the success of funded projects and raise their profile with the local community. Maximize its exposure and ensure the message gets out.
- 7. Develop a Communication Protocol, share information, communicate via:
 - word of mouth
 - events
 - email & websites
 - social networking
 - newsletters
 - leaflets
 - consultations
 - work plans & updates



Community Safety

- 1. Seek partnership with relevant agencies to develop community safety initiatives.
- 2. Ensure that the Municipal Emergency Management Plan undergoes continuous review and development.
- 3. Strengthen partnerships and develop strategies to address drug and alcohol issues.
- 4. Increase access to information available to the community about safety issues.
- 5. Ensure that safety initiatives include safe and clean physical environments and that neighbourhoods are walkable.
- 6. Seek opportunities to promote positive messages in those identified as having community safety issues.
- 7. Increase the local response to priority safety issues.
- 8. Complete and Implement "Community Safety and Well-Being Plan" enacted by Ontario Government.

2. Economic Diversification and Sustainability

Strategy:

To create the necessary conditions to attract new investment, new companies and new jobs to the community in as many sectors of the economy as possible, as well as sustaining existing jobs. Create conditions to improve the chances for businesses to prosper and be sustainable. To assist in the development of a larger entrepreneurial pool and support them when possible. Promote the responsible use of resources to ensure long-term sustainability.

Why is this important?

Economic dependency on one or two sectors of the economy is very dangerous for small communities. Any one-horse town does not do well when there are negative changes in their sector. The local economy needs to be diversified in order to minimize risk and to grow the community while maintaining stability and sustainability.

What to achieve:

To be known as a business-friendly community open for business. Grow our business community, diversify our economic base and promote and support entrepreneurialism.

Key Actions:

- 1. Re-establish a banking presence in the community and/or at least get ATM's in strategic locations in Terrace Bay.
- 2. Continue managing the use of the Terrace Bay Airport and explore additional revenue generating uses for it:
 - Seek funding for a usage and opportunities study for the Terrace Bay Airport;
 - Commission usage and opportunities study for the Terrace Bay Airport.
- 3. Develop and Invest in the Downtown Core and Business Area:
 - Develop a strategy to retain existing business;
 - Support entrepreneurship. Create homegrown economic drivers by supporting entrepreneurship downtown. Consider creating flexible workspaces and providing tax incentives and/or an investment fund for independent or new businesses establishing a

- presence in targeted locations. Tax incentives should be equal for existing and new businesses.
- Create co-working spaces or shared office spaces which can help fledgling companies, freelancers and entrepreneurs find a home in underutilized vacant office space. Co-working spaces must obviously meet the needs of smaller proprietors and start-ups. Nonetheless larger businesses are increasingly using these spaces to take advantage of the connections and information shared there. These locations are also ideal for business incubators that help new and start-up companies develop by providing services such as management training.
- Promote periodic and seasonal markets. Farmers markets, flea markets, and seasonal markets provide novelty that attracts people downtown when they might otherwise stay home. Markets also create an opportunity to showcase permanent businesses and create a focus for promotional efforts that identify the downtown core as an exciting, rewarding shopping destination.
- Establish "pop-up" locations to grow local start-ups and to experiment with various optional retail formats. Smaller businesses can find it difficult to locate affordable space. Small retailers, such as artisan boutiques, may find it difficult to generate enough income from sales to justify a permanent storefront. Pop-up shops generate interest among shoppers while giving entrepreneurs the chance to test the waters or reach new customers. This strategy can be particularly useful in areas with several vacant storefronts. Encourage small businesses to open in the core areas of the community. Create a homegrown economy by welcoming entrepreneurs and small business owners.
- 4. Facilitate growth in the Highway Commercial Area.
 - Support marketing efforts and maintain investment readiness of the properties.
- 5. Promote growth and new developments:
 - Explore opportunities to acquiring Crown, public, private lands i.e. former mill properties, and make them available for Municipal and private commercial, residential and industrial development;
 - Inventory all public and private lands and properties available for sale, development and/or redevelopment and market them throughout the region and beyond;
 - Make underutilized public land available for private development;
 - Minimize or eliminate regulatory barriers to redevelopment. Create more flexible zoning code definitions of building use;
 - Identify land owners of large parcels and explore potential public/private partnerships;
 - Market and promote properties (businesses) that are forsale;
 - Update housing needs study to prepare for growth.



6. Partnership Development & Relationship Building

- Develop a working relationship and strategic partnership with the AV Terrace Bay to promote future growth, opportunities and community involvement. Work co-operatively in identifying housing needs for future work force, training and work-related opportunities for youth as well as networking and employment opportunities for spouses of new mill employees;
- Explore economic development partnerships with local and surrounding First Nation communities and Municipalities. Work cooperatively and further explore developing strategic infrastructure and shared services and programs;
- Strengthen Terrace Bay understanding between the surrounding Aboriginal communities and the municipalities and make the overall community a friendly and attractive place for the Aboriginal population to do business;
- Partner with Parks Canada to promote the National Marine Conservation Area and work towards the development of Parks Canada interpretive centres in the Terrace Bay region and a permanent presence in Terrace Bay proper;
- Enhance the relationship with the Chamber of Commerce and other service groups—annual events, "Shop Local" campaigns, initiatives that support local businesses both small and mid-sized; explore the potential for new opportunities.

7. Natural Resources Management:

- Participate in forest management, energy development and mining development initiatives (i.e. boards):
- Work with stakeholders on other resources based industrial projects in the area;
- Work with neighbouring Municipalities, First Nations, industry and government partners in developing a modernized forest tenure system for the Kenogami Forest.

8. Explore tax incentives and simplify permitting processes for business attraction:

- Tax incentives should be used to attract business and industry, and to encourage a variety of quality developments. These can come in the form of property and income tax abatements and can encourage everything from commercial building rehabilitation to new residential development to traditional industrial and manufacturing spaces.
- Create a guidebook for developers and other investors. Give them an overview of government-offered or supported incentives for investing in the community, including things like façade programs among others.
- Create a business concierge service. Make it as easy as possible for businesses to understand and navigate the permitting process. Assign a clear point of contact for business owners to talk to. That person would act as a concierge to help make sure the Municipality meets businesses' needs as efficiently as possible. Assist in removing barriers to development.
- Look at ways to improve permitting processes and timing. Waive local development fees.
- Update zoning codes and ordinances to allow and encourage the type of development wanted and that contribute to revitalization and community growth.
- Cultivate or expand a business/industry cluster by seeking out businesses that complement the existing industrial base. Provide assistance to these potential businesses to access grants, industry-specific supports and training programs for workers in order to attract them.

3. Community Growth: People and Assets

Strategy: To create an environment that will attract and retain youth, seniors and

newcomers to the community as well as an environment that is capable of

maintaining existing assets and planning for future assets.

Why is this important? This strategy is very important when addressing community sustainability. With

a shrinking and aging population, delivery of quality municipal services and upkeep of community infrastructure becomes difficult if not impossible without increasing the tax burden of the existing residents. The consequences have a spiral effect rendering the community less attractive

as a place to live and do business.

What to achieve: First, reverse the declining demographic trend and change the

demographic composition of the community; second, through growth generate an increased tax base enabling administration to continue

providing quality services and to plan for future growth.

Key Actions:

1. Provide efficient and effective municipal services and maintain assets:

- Conduct a municipal services review to determine which services need to be maintained, improved or discontinued, ensure community consultation is implemented.
- Develop a plan for maintenance of assets, especially those of the downtown;
- Review municipal services and programs and determine their efficiency and effectiveness and make changes where needed;
- Invest in the Cultural Centre;
- Improve and maintain recreational facilities and programs that meet the needs of all ages in Terrace Bay;
- Explore cost saving measures with neighbouring municipalities when it comes to infrastructure and asset upkeep and maintenance as well as service and programdelivery.
- Encourage energy efficient best practices. Investigate energy reduction strategies for all municipal buildings, assets and vehicles.
- Incorporate the potential effects of climate change into Municipal Plans as well as the potential effects on municipal assets, infrastructure, improvement, repairs and operations.
- Continue providing good quality drinking water in compliance of the Drinking Water Quality Management Plan and maintain and manage the wastewater treatment plant for the residents of Terrace Bay.
- 2. Focus on the success and well-being of youth;
 - Focus on the "3 E's" Education/Training, Engagement, Employment;
 - Actively engage and consult youth in the community development planning process. Make sure they know that the community would like them to stay or to return after they finish school.
 Make sure they know that their opinion and ideas matter. Make sure they are included in any planning that will affect them. Prepare them to become leaders in the future. Create a youth council.
 - Invest in youth priorities. Millennials crave hang out spaces. They do not find traditional bars

inviting. Internet cafés, coffee shops, micro-breweries are very popular and create other recreational opportunities for youth to hang out. Social networking with persons of their own age is very important for millennials. Develop a space/place for them where they can network and have fun.

- Explore ways to expose succession planning opportunities to millennials and assist in matching opportunities and creative financing solutions.
- Make entrepreneurial opportunities and incentives available for young people. Explore the development of a business incubator or shared space for young entrepreneurs. Millennials are considered the "entrepreneurial generation". Repurpose underutilized buildings and access government support for capital and program delivery. Work with educational institutions and service providers. Millennial's want entrepreneurial education and the sooner the better. Provide entrepreneurial education beginning in high school.
- Market Terrace Bay to young people. Emphasize the small business friendliness of the community to prospective entrepreneurs. Use short digital marketing formats to reach the millennial target market. T.V. and newspapers don't work for them. Rely on peer-to-peer recommendations. Those youth who enjoy living in the community are great sources of marketing via Twitter, Facebook, Instagram, etc. Make sure you have on-line news sources available.
- Promote youth entrepreneurial challenges (Dragon's Den type, Idea Bounce, etc.), youth start-up programs and funding create momentum to these entrepreneurial initiatives.
- Pursue the Improvement of high-speed Internet and broadband infrastructure and services. Create free accessible hot spots where youth can gather and network socially. This will enable students to take courses online remotely from universities located far away as well as earning additional income by starting on-line businesses. Youth consider this a staple as they use high-speed internet for streaming movies and television, phone, computer games, news, social networking and more.

3. Focus on attracting and welcoming Newcomers

- Develop and implement a newcomer attraction and retention plan following these recommended steps:
- 1. Engage the community and build awareness.
- 2. Build knowledge; use tools as Community Attractiveness Indicators for newcomers which provides data to support planning efforts and decision making.
- 3. Plan and take action; build on existing practices and make small improvements and take approaches that integrate newcomers into the economic, social and cultural environment of the community.
- 4. Measure success and adjust when necessary.
- Access the Community Immigrant Retention in Rural Ontario (CIRRO) program. This program is designed to assist communities in developing and implementing attraction and retention plans for newcomers. Access the resources offered (The CIRRO Guidebook and The Newcomer and Youth Community Indicators).
- Access funding from other agencies such as NOHFC FedNor, OMAFRA and The Ontario Ministry of Citizenship, Immigration, and International Trade to assist with the cost of preparing the above plan.
- Explore marketing and promotion campaigns that focus on attracting secondary migrants from nearby urban centres as an alternative to launching marketing campaigns internationally.
- Explore and develop plans that promote new housing and accommodation opportunities.

- Utilize to your favour the Northwest Immigration Portal and connect with Multi-Cultural Associations throughout Ontario and Manitoba. Organize community exploration tours.
- Promote job opportunities to immigrants in Urban Centres through employment agencies. Work with private and public/government HR agencies to assist local employers in filling vacant positions with international talent.
- 4. Focus on well-being of Seniors:
 - Explore senior housing and living options.
 - Explore alternative transportation and improve accessibility,
 - Explore banking alternatives for seniors.
 - Explore and promote more healthcare options for seniors.

4. Community Beautification & Environment

Strategy: Develop a Community Beautification and Improvement Plan and implement

it. Through its implementation, we want to show ourselves and others our civic pride and pride of ownership and at the same time respecting the

environment. Create good and lasting first impressions.

Why is this important? Living in a clean, organized and attractive area gives residents a sense of

civic and hometown pride and an improved quality of life. It also shows others that Terrace Bay is an attractive, vibrant and appealing place to live and thereby it might be a place that others may want to relocate

to in order to enjoy the same quality of life.

What to achieve: Create a new friendly, vibrant and welcoming image for Terrace Bay. An

image that inspires one to stop in and stay a while rather than just drive

through.

Key Actions:

- 1. Revisit all gateway signage. Ensure gateway signs are placed where they make the first and best impression:
 - Improve signage along the highway and main streets. Assess signage for proper visibility and if necessary, adjust accordingly.
 - Erect new signage according to the Branding and Marketing plan.
- 2. Create public spaces that are both kid-friendly and family-friendly.
- 3. Complete the aesthetic landscaping around the lighthouse.
- 4. Brighten the scene with public art. Engage local artists to produce sculptures and other commissioned installations that will bring vibrant art to the public. One of the most popular approaches to public art is mural painting on large brick walls.
 - Create cozy sitting spots throughout town. Install benches on streets with lots of foot traffic. Build picnic tables under the shade of old trees. Construct small gazebos in public parks. These inviting rest areas will encourage people to get out and enjoy the outdoor areas of town. Invest in streetscape and water features.
- 5. Recognize the preservation and development of green space:

- Continue the initiative to replant local trees;
- Establish a long-term plan with maintenance and future development;
- Bringing greenery, not to mention reds and yellows and pinks, to public spaces is one of the best ways to improve appearances. Trees, shrubs and colourful flowerbeds help turn any ho-hum patch of grass into a lush and welcomingpark.
- 7. Manage diversion and waste disposal:
 - Evaluate and continue improving the current landfill, waste diversion ad recycling strategy and explore efficiencies;
 - Develop a long-term plan for the operations and capital projects at the landfill, including a financial plan that addresses closure and post closure costs.
- 8. Invest in beautification of public areas:
 - Implement "Community Clean Up Days". Clean up areas that are visible eyesores to otherwise lovely surroundings. Some common offenders are parks, empty lots, riverbanks, etc.
 - Team up with community groups and neighbours to wash away graffiti or to add a fresh coat to peeling paint:
 - Collect any litter and debris and dispose garbage and recycle properly. Install garbage cans. Keep safety in mind.
- 9. Develop and/or enforce by-laws to upkeep private property to established standards. Order demolition of derelict properties for health and safety purposes.

5. Terrace Bay as a Destination

Strategy: The overall strategy consists in making Terrace Bay a destination spot

and not just a highway stop. Through the creation, branding and marketing of a unique tourism identity, Terrace Bay expects to be

known as a tourism destinations spot.

Why is this important? Having a unique identity and brand is very important for several

reasons and has intrinsic benefits. Along with economic development, diversification and marketing benefits, it will show the world the

community's tourism offerings, potential and opportunities.

What to achieve: To showcase Terrace Bay to the World, through the creation of a

unique identity and brand that reflects the community's location, culture, heritage and history as well as its strengths and exceptional quality of life. An entity and brand so interesting that people will make

an effort to visit and not just stumble upon.

Key Actions:

- 1. Establish a Community Tourism Identity Team and entrust it with the task of identifying potential approaches to be used in branding or defining the community as a Tourism Destination.
- Have the Community Tourism Identity Team conduct research on the history, culture and heritage
 of the community and surrounding area as well as inventory all tourism and tourism potential
 offerings and assets. Conduct focus groups and outings to define which landmarks, gateways,

- existing themes, activities, events and community assets should be focused on. Prepare the information for marketing and branding purposes.
- 3. Have the Community Tourism Identity Team encompass arts, culture and history in its identity. They are instrumental in facilitating social cohesion, bringing tourism to unlikely places, fostering a sense of belonging and preserving collective memory.
- 4. Engage marketing and branding specialists to assist in the development of the new tourism destination identity and brand.
- 5. Develop a comprehensive marketing plan that reflects a new tourism destination identity and develops a strong brand built on a foundation of this unique Tourism Identity. Market and promote the community through its brand.
- 6. Ensure that the branding of Terrace Bay as a Tourism Destination location is straightforward: name creation, logo design, tag line design, market research, internal communications, external public relations, advertising, promotional campaigns and implementation strategies.
- 7. Disseminate the new brand using methods such as: press releases, brochures, websites, mailings, advertisements, word-of-mouth; hosting events, installing banners, adding ornamentation to street furniture, etc.



Terrace Bay

-- More than a 'Field of Dreams'. Make Terrace Bay A Destination of Dreams ...and they will come!

