

January 2026 Council Update



Temagami Region Economic Development Corporation (TREDCO)



Background and Establishment

The Temagami Region Economic Development Corporation (TREDCO) was initiated by the Mayor and Council of the Municipality of Temagami to provide a dedicated implementation structure for advancing local economic development.

On June 27, 2024, Council passed By-law 24-1744 authorizing the incorporation of TREDCO as a not-for-profit corporation under Ontario legislation and appointing the initial Board of Directors. The TREDCO By-law establishing corporate purpose, governance structure, and operating regulations for its volunteer Board is on file with the Municipality and available for public reference.

TREDCO functions as Council's primary economic-development implementation body, responsible for converting strategic plans, studies, and community engagement outcomes into coordinated action.

TREDCO Board of Directors – 2026

Board Members

Cathy Dwyer – Chair

Dave Taylor – Vice Chair

Steve Casper – Treasurer

Allan Avard – Past Chair

Dan O'Mara – Mayor

Ike Laba

Mike Brooker

Nick Georgiade

Working Group Members

Gerry Stroud, Janice Bell, Liz Casper, Rhonda Etmanski, Darren Etmanski, Craig Yeates



TREDCO Mandate and Strategic Focus

TREDCO's role is to foster conditions for sustainable economic growth while enhancing long-term community well-being. The Corporation focuses on improving current economic conditions, strengthening year-round viability, and building resilience across key sectors.

This approach aligns with Temagami's Official Plan, Strategic Plan, and Economic Development policies, and reflects consistent recommendations that economic diversification, tourism advancement, infrastructure investment, and collaboration with Temagami First Nation are essential to long-term prosperity.

Evidence gathered through recent technical assessments and community engagement confirms that:

- Temagami possesses strong natural, cultural, and tourism assets
- Community support for tourism and economic growth is high
- Growth is constrained primarily by workforce, housing, infrastructure, and coordination capacity rather than lack of demand
- Implementation structures are now required to move from planning to action

(Community Tourism Assessment Index – October 2025)



Economic Context

Traditionally reliant on resource industries, Temagami's economy has transitioned toward retail, construction, tourism, and services. Census labour-force data confirms a small but active workforce, with retail trade, construction, accommodation and food services, health care, and education as key employment sectors. This reinforces the importance of stabilizing workforce availability and supporting business retention.

(Labour Force Data – 2021 Census)

Regional market analysis further confirms Temagami's strategic position within a population catchment of more than 370,000 residents within a two-hour drive, providing a substantial potential visitor and service market base.

(Population Centres within Two Hours of Temagami)



TREDCO Working Group Structure

To advance implementation efficiently, TREDCO operates sector-specific Working Groups. Each group functions as a practical delivery table bringing together municipal staff, community stakeholders, and partner organizations.

1. Housing and Infrastructure Working Group

Purpose

To address housing availability as a foundational economic-development requirement supporting workforce stability, tourism expansion, and long-term population sustainability.

Current Direction

- Development of a phased multi-family residential project (up to 48 units, first phase ~20 units)
- Partnership established with the District of Nipissing Social Services Administration Board (DNSSAB), confirming Temagami as an approved housing-delivery partner
- Engagement of an experienced northern housing developer
- Funding stack under development including DNSSAB, CMHC, NOHFC, and federal rental-supply programs

Strategic Implications

- Housing shortages are directly limiting workforce recruitment and business expansion
- Housing delivery is now recognized as economic-development infrastructure, not solely social infrastructure
- The project is funding-ready for 2026 capital application cycles

(Housing Working Group Summary Report – January 2026)



2. Downtown Revitalization Working Group

Purpose

To restore downtown Temagami as a functional, attractive, and economically active town centre for residents and visitors.

Evidence Base

A Downtown Revitalization Survey achieved participation from over 30% of Temagami's permanent population, plus strong engagement from seasonal residents, visitors, and business owners. Findings confirm:

- Overwhelming agreement that business diversity and year-round services are lacking
- Strong demand for grocery, hardware, restaurants, and retail services
- Waterfront, natural setting, and walkability remain valued assets
- Physical condition of downtown and derelict properties are major barriers
- Community readiness for coordinated revitalization action is high

(Downtown Revitalization Survey – January 2026)

Current Direction

- Development of a Community Improvement Plan (CIP)
- Public consultation underway
- Streetscape, pedestrian safety, and waterfront activation identified as priority infrastructure
- Event programming and pop-up retail identified as early activation tools



3. Tourism Working Group

Members of the Tourism Working Group have developed a good relationship with key members of Destination Northern Ontario including its President and Senior Coordinator Workforce Development and Industry Training. Funded by the Government of Ontario, this organization, among other things, provides meaningful courses to Operators and Owners within the Tourism industry.

There are three immediate consequences to this relationship:

- 1) The Community Tourism Assessment Index program session attended by 27 people from the local tourism industry who were meeting for the first time. Notably, there seems to be a generational change in facilities' ownership bringing enthusiasm and upgrades to their enterprises.
- 2) We have received an introduction to a tourism destination marketing organization which has expressed some interest in supporting our Temagami initiatives.
- 3) We have been introduced to a funding agency within the Ontario Ministry of Tourism and Gaming and we have had several calls with them in order to create a relationship.

There is much to do and more data to be collected. Our work will necessarily include further meetings with our local Tourism Operators and Owners.



4. Business Attraction and Retention Working Group

Purpose

To support existing businesses, attract new investment, and strengthen Temagami's operating environment.

Operating Approach

- Membership composed primarily of active local business operators
- Real-time awareness of business openings, closures, and succession risks
- Development of a structured business inventory database
- Direct navigation support for funding, approvals, and site selection
- Preparation of a Business Attraction and Retention Plan

Strategic Value

- Ensures economic development actions are grounded in real market conditions
- Supports proactive business retention
- Improves investment readiness and responsiveness



5. Temagami Dry Working Group

Purpose

To develop and commercialize a locally branded consumer product linked to Temagami's identity and tourism profile.

Current Status

- Brand conceptualization and commercialization planning completed
- Commercial rights transferred to qualified private-sector partners
- TREDCO maintains stewardship of municipal brand interests
- Product launch activities now underway

(Temagami Dry Working Group Summary)

Celebrate the comeback of a classic! Fiery ginger, creamy nostalgia, and a new refreshing zero sugar.
All reborn for today's taste.



Ginger Ale



Cream Soda



Zero Sugar Ginger Ale

Independently Owned



Made in Canada



Independent

6. Mine Landing (Lake Temagami Access) Working Group

Purpose

To deliver the Lake Temagami Access Road and Landing Redevelopment Project through joint governance with Temagami First Nation.

Current Status

- Joint not-for-profit project corporation established
- Governance documents prepared and under municipal legal review
- Project scoping, mapping, and regulatory sequencing advanced
- Stakeholder and provincial agency coordination ongoing

(Mine Landing Working Group Summary)



Cross-Cutting Supporting Initiatives

In addition to Working Group actions, TREDCO continues to advance:

- Website and digital communications
- Business guides and navigation tools
- Investor outreach and opportunity packaging
- Stakeholder and public engagement sessions
- Educational and institutional partnerships
- Data-driven reporting to Council



Conclusion

Recent planning, assessment, and engagement work has produced an unusually strong evidence base for a community of Temagami's size. Collectively, the findings confirm:

- High community readiness for action
- Strong tourism and place-based assets
- Clear identification of structural constraints
- Funding-ready housing and infrastructure pathways
- Effective working-group implementation mechanisms

TREDCO is now positioned to move decisively from planning to delivery. This report will continue to be updated as projects progress, partnerships mature, and new opportunities emerge.

The Municipality, TREDCO, and community partners share a clear direction: coordinated implementation to achieve sustainable economic growth and long-term community vitality.



List of Supporting Documents Reviewed

1. **Temagami Downtown Revitalization Survey – High-Level Summary Report (January 2026)**
2. **Temagami Housing Working Group – Findings, Programs and Implications (January 2026)**
3. **Population Centres Within a Two-Hour Drive of Temagami (2023 Data)**
4. **Community Tourism Assessment Index – High-Level Findings (October 2025)**
5. **Blank Community-Tourism-Assessment-Index-English**
6. **TREDCO Temagami Dry Working Group – Role, Activities and Operating Approach**
7. **TREDCO Mine Landing (Lake Temagami Access Road) Working Group – Role, Activities and Operating Approach**
8. **TREDCO Business Attraction and Retention Working Group – Role, Activities and Operating Approach**
9. **Temagami Labour Force Data – 2021 Census Analysis**
10. **YOUR GUIDE TO STARTING AND GROWING A BUSINESS IN TEMAGAMI**
11. **Temagami Region Tourism Potential – Ontario Parks Visitation Snapshot**
12. **Downtown Revitalization Survey January 20 2026**
13. **TREDCO Housing Working Group Update 1-27-2026**