

**ATIKOKAN AREA RECREATION CORRIDOR:  
MASTER PLAN**

**REQUEST FOR FUNDING**

**Submitted By: Canoe Heritage Committee (AEDC)  
January 30<sup>th</sup>, 2004**

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## EXECUTIVE SUMMARY

As Atikokan, a Northwestern Ontario community of 3600, entered the 21<sup>st</sup> century nearly 60% of its workforce relied on the lumber industry (Spicer, Thunder Bay Chronicle Journal, 24/12/2003). Yet despite the community's dependence on the forestry sector, Atikokan is home to a healthy and growing tourism sector thanks, in part, to the community's close proximity to Quetico Provincial Park and the region's tangled network of rivers and lakes ensconced in Boreal forest. The opportunity to expand Atikokan's tourism-related sectors is bountiful. The displacement of hundreds of forestry workers in 2003 renewed the community's determination and fervour to expand its secondary (value-added manufacturing) and tertiary (tourism) industries.

To help achieve this goal, the **Canoe Heritage Committee**, under the auspices of the Atikokan Economic Development Corporation, is interested in developing and positioning the area as an outdoor recreation destination with the aspiration of attracting new visitors, residents, and investors. The tourism-related business community and community groups have been hard at work for many years to implement this vision, which is comprised of three interrelated components:

- **Regional Development:** Development of year-round recreational opportunities in the hinterland surrounding Atikokan.
- **Township Development:** Invest in infrastructure ('soft' and 'hard') upgrades within the Township of Atikokan, thereby positioning the community as the service centre to the recreational hinterland surrounding Atikokan.
- **Promotion:** Promote, market and strengthen the brand image of Atikokan as the Canoeing Capital of Canada and capitalize on Quetico Park's strong brand name recognition.

The opportunity to pursue a variety of outdoor recreation activities is the "hook" which compels thousands of visitors to travel hundreds of kilometres to the Atikokan area each year. As such, expanding the recreational opportunities in Atikokan's hinterland is of the highest priority. To facilitate the promotion of outdoor recreation activities and events in the Atikokan area, the Canoe Heritage Committee is dedicated to creating a recreation corridor. At its basic conception, the corridor development will entail the establishment and enhancement of new and existing recreational facilities and supportive tourism infrastructure along the highways leading to Atikokan. It will be home to a variety of self-propelled outdoor recreational activities and events.

By creating this 'recreational playground' more recreationists will be attracted to visit, live and invest in the area. This will lead to growth and expansion in the tourism-related sectors, thereby helping to offset the loss of employment in the downsized forestry sector. But the corridor cannot be developed until a plan has been mapped out. As such, a multi-disciplinary consulting firm must be commissioned to craft a master plan. The Canoe Heritage Committee, working in partnership with Ontario Parks, the Quetico Foundation, the Township of Atikokan, and the Atikokan Economic

Development Corporation, seeks FedNor's assistance with the creation of the corridor's master plan. The total project cost is \$90, 000. 10% of the project costs is expected to stem from the aforementioned community and regional organizations. The Canoe Heritage Committee requests FedNor's assistance to cover the remaining amount, \$81, 000.

## **SECTION 1: APPLICANT INFORMATION**

### **1.0**

Atikokan Economic Development Corporation  
P.O. Box 218  
Atikokan, Ontario  
P0T 1C0

Contact: Garry McKinnon, Executive Director  
Telephone: 807.597.2757  
Type of Business: Community Future Development Corporation

### **1.1 History of the Organization**

The Atikokan Economic Development Corporation was established by a group of concerned citizens in response to severe economic challenges in the community as the result of pending closures at two iron ore mines. Over time the committee secured contracts with Canada for a Business Development Corporation (BDC) and a Community Futures Corporation (CFC), and negotiated a Municipal Economic Development Agreement (MEDA) with Ontario. The Atikokan Economic Development Corporation set the standard for many other similar organizations by operating all of these functions out of a single office, with a single Executive Director, and with maximum board integration and communication. After a number of years, the province phased out the MEDA program and the federal government mandated the amalgamation of BDCs and CFCs. The service area of the AEDC expanded over time to include the communities of Upsala, Seine River, and Lac la Croix.

### **1.2 Mandate of the Organization**

The AEDC provides access to capital, community strategic planning, and technical and advisory services to business.

### **1.3 Organization Profile**

The AEDC has five full-time staff including a Secretary/Receptionist, Community Development Advisor, Office Administrator, Employment Advisor, and an Executive Director. Membership in the corporation includes all residents of the catchment area. Corporate offices are located in downtown Atikokan. Our corporate activities consist of access to capital for business, community strategic planning, and technical and advisory services to business. Our key markets are the businesses and citizens of the catchment area. AEDC does not offer any product lines. The catchment area for the AEDC is the general area surrounding Atikokan, Upsala, Seine River, Lac la Croix, and the land between.

### **1.4 Officers/Key Employees**

The Corporation is governed by a board of directors made up of a cross-section of the community represented. Job descriptions and staff and board biographies are on file with FedNor.

### **1.5a Partner Information**

Atikokan Hydro  
Citizens of Atikokan  
Township of Atikokan

### **1.5b Other Contributing Partners**

Atikokan Horticultural Society  
Atikokan Sportsman's Conservation Club – Walleye Hatchery  
Downtown Atikokan Renewal Committee (DARC)  
Canoe Heritage Committee  
Centennial Museum  
Service Clubs of Atikokan  
Tourism Committee  
Tracks to Town Committee

### **1.5 Key References**

Atikokan Economic Development Corporation

Garry McKinnon, Executive Director  
P.O. Box 218  
Atikokan ON  
P0T 1C0

Bank Manager

Betty Leishman, Manager  
Canadian Imperial Bank of Commerce  
P.O. Box 70  
Atikokan, ON  
P0T 1C0

Accountant

Jeff Busniuk CA  
Day Veherjoki Busniuk and Kelly  
2<sup>nd</sup> Floor  
Balmoral Park Place  
Thunder Bay, ON  
P7B 5Z6

Insurance Agent

Don Boyd  
Gillons Insurance  
P.O. Box 1540  
Atikokan, ON  
P0T 1C0

Corporate Solicitor

Keith Jobbitt  
Shaeffer Jobbitt  
P.O. Box 400  
Atikokan, On  
P0T 1C0

## SECTION 2: THE PROJECT

### 2.1 Project Description

The Canoe Heritage Committee is committed to creating a Recreation Corridor in the hinterland surrounding the Atikokan area. With this remote Northwestern Ontario community of 3600 still reeling from displacement of hundreds of forestry workers, the community has begun to focus its economic development energies on the area's internationally renowned backcountry resources. Striving to capitalize on the vast expanse of pure water bodies and Boreal forest which dominates the landscape, the Canoe Heritage Committee seeks to create a scenic, enhanced tourist district along the highways leading to Atikokan.

The corridor will nurture and promote a variety of self-propelled, outdoor recreation activities and events on a year-round basis. Activities and events to be enjoyed in the corridor include, but is not limited to, adventure racing, canoeing, kayaking, camping, horseback riding, snowshoeing, GPS Treasure Hunting, mountain biking, skiing, dog sledding, kick sledding, and hiking. These activities, however, cannot be enjoyed without the establishment of recreational amenities, facilities, and infrastructure. Trails will be developed and maintained. Access roads, boat launches, access points to recreation areas, public beaches, and rest areas will be upgraded and promoted. As time passes, the corridor will also become home to residential (cottages) and commercial (high-end resorts) developments.

Effective promotion will be key to the corridor's success. The corridor's recreational features and amenities must be promoted with consistent and themed signage. Signs will be an important indicator to visitors and passers-by that they have entered a haven of outdoor recreation activity. To further assist with promotion, an "Atikokan-Quetico Travel Area" radio station might be established, thereby providing visitors travelling through the corridor with the opportunity to tune into a radio station and listen to a continuous one-hour circuit of stories, legends, events and festivities pertaining to outdoor adventure and community happenings.

The prime advantage of the corridor is that it can be as comprehensive or as elementary as available public and private funding permits. The corridor's boundaries may also expand over time in accordance with available funding. The Canoe Heritage Committee is focused initially on developing the south side of Highway 11 along the full length of Quetico Park's northern boundary (from Windigoostigwan Lake to Price Lake). If the corridor development is successful at attracting new visitors, residents and investors to the Atikokan area, then the corridor will be expanded to include the north side of Highway 11 and eventually extend up Highway 622 to Bending Lake.

The corridor will be comprised of a number of small, independent initiatives. Implementation of the corridor, in part, will be dependent upon the formation of partnerships among a cross-section of community groups and businesses interested in capitalizing on outdoor recreation and adventure opportunities that exist within the corridor. As such, components of the corridor can be developed incrementally over an extended period of time without compromising the integrity of the development.



But before trails can be cut and signs can be erected, a master plan for the recreation corridor must be created. The master plan, informed by research, fieldwork, and community consultation, will:

- a) Identify, define, and map the corridor's boundaries in accordance with the geographic study area, land-use patterns, viewscape, access patterns, and vegetative cover. Boundaries will also be delineated in accordance with a phased approach to corridor development.
- b) Identify and describe all current and potential resource uses within and adjacent to the corridor.
- c) Identify recreation corridors located in (and planned for) Northwestern Ontario, Southeastern Manitoba, and Northern Minnesota that may be relevant to and eventually link with this corridor development.
- d) Identify existing and potential stakeholders in the corridor development.
- e) Recommend and describe partnerships required to facilitate the successful development of the corridor.
- f) Describe the overarching vision for the corridor with its associated goals, results-based objectives and indicators for monitoring the plan's implementation.
- g) Identify and describe relevant government regulations, acts, and restrictions which may impact the successful development, maintenance and administration of the corridor.
- h) Include maps of existing recreation features, amenities and facilities (namely land & water trail networks, rest areas, access points, access roads, public beaches & boat launches, cottage lots, commercial lots, etc.).
- i) Include conceptual plans, drawings and designs, using computer generated images and 3D drawings, of the "highway-scape", "trail-scape", etc. In essence the Consultant shall provide a complete visual landscape analysis and inventory of the corridor's viewshed.
- j) Include conceptual drawings of the corridor's signage, including signs' logo, colour scheme, slogan, size, and material. It will also include a map illustrating where the signs will be strategically placed throughout the corridor and an estimate of how many signs the corridor will require.
- k) Recommend and describe a governance framework/management strategy that will guide, govern, and administer the corridor's capital development phases and on-going maintenance.
- l) Recommend and describe an implementation strategy for the corridor with a phased program of implementation. The strategy will include low-cost, "easy to implement" projects that will build momentum for the pending corridor development among Atikokan and area residents.

- m) Include a marketing strategy for the corridor with particular emphasis on identifying and describing the corridor's target market.
- n) Estimate capital and annual operating costs associated with corridor development. Recommend a cost recovery plan.

In addition to the master plan, Atikokan's local sign manufacturer will be commissioned to create a sign prototype based on conceptual designs drafted by the Consultant.

Each of the aforementioned components of the master plan will be developed by a land-use planning/landscape architecture/design consulting firm. This project seeks to garner sufficient funding to hire a multi-disciplinary consulting firm that has experience in writing master plans for recreation/tourism developments (particularly in Northwestern Ontario).

## 2.1 Project Objectives

The Canoe Heritage Committee seeks to commission a consulting firm to create a master plan for the development of a recreation corridor in the Atikokan area. The successful development of a corridor will, in part, fulfill the Canoe Heritage Committee's goals and objectives.

**Canoe Heritage Committee**

**Goal:** To improve the economic health and well-being of Atikokan by strengthening the thematic connections between the community and its backcountry resources.

**Objectives:**

- Elevate Atikokan's profile as the *Canoeing Capital of Canada*
- Integrate the region's tourism infrastructure and services
- Provide an anchor to the Canoeing Capital theme
- Attract and retain residents and investors
- Increase involvement among citizens in outdoor, self-propelled recreational activities

Currently the community of Atikokan faces a myriad of critical issues that need to be addressed. Linkages between the community of Atikokan and its region are weak. The area's recreational opportunities cater entirely to avid anglers, hunters, and canoeists, while virtually ignoring other more lucrative market segments. The health of Atikokan's economy is inextricably linked to vitality the mercurial lumber industry as evidenced by the recent layoffs in the forestry sector. Despite being one of the region's greatest resources, Quetico Park restricts the type and scope of recreational activities enjoyed within its bounds. It is anticipated that the development of a recreation corridor will resolve some of these critical issues. The corridor's objectives are:

- To strengthen the connection between Atikokan and its backcountry resources by creating a welcoming, scenic and visible ribbon of outdoor recreation activity in the hinterland surrounding the community.
- To attract soft adventure seekers and light recreationists to the Atikokan area by providing supportive tourism infrastructure that suits the needs and desires of this currently untapped market segment.
- To generate economic activity within the Atikokan area through job creation and economic spin-off benefits.
- To expand recreation activities enjoyed by visitors and residents through the creation of a 'recreational playground' in Atikokan's hinterland. Hut-to-hut cross-country skiing and GPS treasure hunting are just a few examples of recreational activities that might be nurtured within the recreation corridor. The ability to offer these recreational activities in Quetico Park is limited as mechanized travel, tourism facilities and other consumptive uses are prohibited. But through the development of a recreation corridor, adjacent to Quetico Park, a variety of outdoor recreation activities can be nurtured and pursued.

Prior to development of a recreation corridor, and the subsequent realization of these aforementioned objectives, a master plan must be created. The purpose of this master plan will be to guide the corridor's development. The plan will serve as a roadmap. It will strive to achieve the following objectives:

- Minimize redundancies and reduce the likelihood that numerous community groups working in isolation of one another will duplicate development initiatives. For example, rather than each group creating a trail system to meet the individual group's needs, a process for consulting with other community groups to develop a shared trail system will be devised.
- Minimize the potential for resource conflicts among corridor stakeholders by devising a governance framework and management strategy, which will be sustainable, feasible, and supported by the corridor's stakeholders.
- Promote a consistent aesthetic appearance among similar types of developments despite different stakeholders spearheading each development and despite significant lapses of time between development initiatives. For example, all signs should have a consistent colour scheme, design, slogan, and logo despite the activity being promoted.

## **2.3 Performance Targets**

### **2.3.1 Recreation Corridor**

The successful development of the Atikokan area's recreation corridor is expected to result in:

- New business start-ups in the Atikokan and area tourism sector (particularly among service businesses whose target markets are not avid anglers, hunters, and/or Quetico Park canoeists).

- Formation of new community groups for the purpose of enjoying outdoor recreation pursuits offered within the corridor.

The aforementioned quantifiable performance targets will be measured by comparing 'before' and 'after' statistics of:

- The number of community groups promoting outdoor recreation
- The number of tourism-related businesses within Atikokan and its surrounding area.

In addition to new business starts, it is anticipated that established tourism-related businesses will expand their product and service lines to cater to soft adventure seekers. For example, this might be evidenced by retailers selling/renting snowshoes or outfitters offering guided, hut-to-hut cross-country ski tours. This performance target will be measured by surveying tourism-related businesses to inquire whether or not each business's product and service line has expanded since the creation of the corridor.

The corridor development is also expected to result in the expansion of outdoor recreational activities and events enjoyed by residents and visitors. Measuring this performance target will be accomplished by comparing the content of promotional materials published prior to and after the corridor development. Promotional material, such as community websites and brochures, will indicate the extent to which recreational opportunities have expanded.

Finally, it is expected that this corridor development will result in a paradigmatic shift among residents from not considering the hinterland surrounding Atikokan as integral to the community's social and economic fabric to recognizing the invaluable role the hinterland plays in Atikokan's economic and social success.

### 2.3.2 Master Plan

The master plan is expected to:

- Increase trail sharing among community groups
- Effectively and efficiently leverage dollars invested in the corridor development

The former performance target will be measured by counting the number of recreational activities pursued on a single trail network located within the corridor. The latter target, however, will be difficult to quantify. The costs incurred to develop the corridor with and without the guidance of a master plan cannot be compared as the development will either be guided by a master plan or it won't be. Only one set of costs will be known while the other set could, at best, be estimated.

## **2.4 Methodology & Timeline**

The study program required to create the corridor's master plan is expected to be completed within seven months. Contingent upon senior government funding, the study is anticipated to commence in spring and be completed by winter of the same calendar year. The consultant's work plan has been divided into three phases. Please see Appendix A for a Gantt chart outlining the proposed study program's timeline and work plan.

## 2.5 Consultant Services

A multi-disciplinary land-use planning/landscape architecture/design consulting firm will be hired to create a master plan for the proposed recreation corridor development in the Atikokan area.

### 2.5.1 Terms of Reference

Please see Appendix B for a draft copy of Terms of Reference which will be circulated to candidate consulting firms.

### 2.5.2 Candidate Consulting Firms

The following is a list of candidate consulting firms. Each firm has reviewed the draft Terms of Reference and expressed interest in submitting a proposal (once a RFP is made).

Anthony Usher Planning Consultants 146 Laird Drive, Suite 105 Toronto, ON M4G 3V7 Tel: 416-425-5964 Fax: 416-425-8892 Email: goraupc@sympatico.ca	Contact: Anthony Usher
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Design Environment 12 Primrose Drive Sault Ste. Marie, ON P6B 4E6 Tel: 705-946-5576 Email: designenvironment@shaw.ca	Contact: Ernie Krepps
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Edward Hoshizaki Development Consulting 135 N. Syndicate Avenue, Suite 400 Thunder Bay, ON P7C 4V6 Tel: 807-625-0106 Fax: 807-628-8161 Email: ehosh@conduit.ca	Contact: Ed Hoshizaki
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Hilderman Thomas Frank Cram 500 – 115 Bannatyne Ave. Winnipeg, MB R3B 0R3 Tel: 204-944-9907 Fax: 204-957-1467 Email: jfrank@htfc.mb.ca	Contact: Jeff Frank
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Lakeland Associates Ltd.  
569 Townline Road North  
Courtice, ON  
L1E 2J4  
Tel: 905-435-0500  
Fax: 905-435-0501  
Email: ljagoda@uoguelph.ca

Contact: Les Jagoda

Leisure Plan International Inc.  
20 Maud Street, Suite 400  
Toronto, ON  
M5V 2M5  
Tel: 416-703-8671  
Fax: 416-703-8671  
Email: leisureplan@leisureplan.ca

Contact: John Stevenson

Lombard North Group Ltd.  
505-93 Lombard Ave  
Winnipeg, MB  
R3B 3B1  
Tel: 204-943-3896  
Fax: 204-947-5696  
Email: dave@lombardnorth.com

Contact: Dave Palubeski

Scatliff + Miller + Murray  
44 Princess Street, 8<sup>th</sup> floor  
Winnipeg, MB  
R3B 1K2  
Tel: 204-927-3445  
Email: dclark@scatliff.mb.ca

Contact: Doug Clark

#### 2.5.3 Request for Consultant Proposals

See Section 6 of Terms of Reference, Appendix B, for a complete description of the Request for Consultant Proposals.

#### 2.5.4 Consultant's Statement of Work

The consultant's statement of work is to be received upon award of contract.

### **SECTION 3: COSTS & FINANCING**

#### **3.1 Detailed Project Costs**

\$85 000 for consulting fees (including travel and printing costs)  
\$ 5 000 for sign prototype

### **3.2 Financing Arrangements**

Community Partners: 10% of project costs

- Ontario Parks - pending approval
- Township – pending approval
- AEDC– pending approval
- Quetico Foundation – pending approval

Senior Government Partners: 90% of project costs

- FEDNOR (Tourism – Non-Capital) - \$81, 000

### **3.3 In-Kind Contributions**

Consultant fees, the manufacturing of a sign prototype by the local sign manufacturer will account for the project's entire cost, and contribution towards HRDC's job creation grant for the purposes of performing fieldwork. As a result only cash contributions can be garnered from the aforementioned community partners.

### **3.4 Expenditure & Revenue Streams**

This project is not expected to generate revenues. The expenditure stream anticipated is as follows:

\$42, 500 (50% of consultant fees) to be disbursed at the commencement of Phase 1

(Expected Start Date: March 21<sup>st</sup>)

\$26, 250 (25% of consultant fees; 100% of manufacturing costs incurred to construct sign prototype) to be disbursed at the commencement of Phase 2

(Expected Start Date: May 1<sup>st</sup>)

\$21, 250 (remainder of consultant fees) to be disbursed at the conclusion of study program

(Expected Date: September)

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\$ 90, 000 (Total Project Costs)

### **3.5 Need for FEDNOR Assistance**

The community partners of Ontario Parks, the Canoe Heritage Committee, the Township of Atikokan, and the Atikokan Economic Development Corporation are willing to contribute 10% of the project costs. However, the Canoe Heritage Committee seeks financial assistance from FEDNOR to cover the remaining 90% of the project costs. See the AEDC's financial statements (enclosed with DARC funding application).

### **3.6 Demonstrate need for cash advance**

The successful consulting firm will require a cash advance of 50% of total consulting fees to cover travel, accommodations, and other expenses associated with the consultant's numerous visits to the community during the first phase of the study program. The cash

advance will also help to cover the costs materials (documents, maps, images, etc) displayed and presented at committee, stakeholder, and public meetings.

## **SECTION 4.0: ECONOMIC BENEFITS OF THE PROJECT**

### **4.1 Job Creation & Economic Benefits**

The development of the corridor will generate economic activity with the Atikokan area both directly, through job creation resulting from the construction of trails and local fabrication of recreational amenities, and indirectly through spin-off benefits. As an integral development project in the transformation of the Atikokan area into an outdoor recreation destination, the corridor is anticipated to attract visitors, residents, and investors. All three groups are expected to bring economic prosperity to the community.

**Visitors** - By offering recreational opportunities that cater to the interests of a variety of recreationists, more visitors will be attracted to the area. Subsequently, more people will take advantage of Atikokan's hospitality services and be inclined to purchase products and services that will assist them with their recreational pursuits.

**Residents** – Lifestyle and quality of life are important factors when considering joining a new community. For many prospective residents the opportunity to enjoy a variety of outdoor recreation activities and events may be the deciding factor in their decision to relocate to Atikokan. By offering recreational opportunities, it is expected that more people will be enticed to move to the area and the existing citizenry will be retained. In turn, the Township's residential tax base will be preserved (and expanded) and local businesses may see their sales increase.

**Investors** - Once the area's recreational infrastructure is developed and promoted and more recreationists are enjoying the recreational opportunities abound, then business development opportunities will begin to unfold. The goal of this initiative is to help create an environment where tourism-related businesses thrive. Atikokan will be home not only to service sector businesses but also to value-added manufacturers that make products demanded by outdoor recreation enthusiasts. As more and more businesses set up shop in Atikokan for the purpose of making recreation-related products, Atikokan will become known as a centre for outdoor recreation and subsequently attract more tourism-related investments.

### **4.2 Promotion of Economic Growth & Specialization (Not Diversification)**

As detailed in Section 4.1, the recreation corridor coupled with other economic development endeavours to position the Atikokan as an outdoor recreation destination will bring economic growth to the community by attracting new visitors, residents, and investors.



Visitors will purchase services from the community's hospitality sector. Residents and visitors will purchase goods and services from local businesses to assist them in their recreational pursuits. New residents and investors will help stabilize and expand the tax base.

Through specialization, not diversification, investors will be attracted to the Atikokan area (For more information, see Derek Wilkinson's enclosed article regarding diversification versus specialization published in the Atikokan Progress on Monday, December 22, 2003). Business strategy basics tell us to capitalize on our strengths. Two of the community's numerous strengths include its close proximity to a premier recreational playground and its growing light manufacturing sector specializing in outdoor recreation gear and equipment. Through the development of a recreation corridor, Atikokan's image as a centre for outdoor recreation will be strengthened. More recreationists will be attracted to the area. Opportunities for new business start-ups in the value-added manufacturing and service sector will be nurtured through clustering, thereby fostering a dynamic business community focused on outdoor recreation. Once Atikokan is promoted as a haven of outdoor recreation products, services, and activities, the community will become known for its speciality in recreation. Subsequently more recreational enthusiasts will be attracted to the area and more businesses will expand and open. This will lead to more job creation and the retention of Atikokan's youth. And the cycle will continue.

## **SECTION 5: STRATEGIC SIGNIFICANCE OF THE PROJECT**

### **5.1 Project Significance**

With a three-fold strategy to develop and position the Atikokan area as an outdoor recreation destination deciding which tenet to implement first is not an easy task. (See Appendix C for diagram of the strategy). But after much deliberation, the Canoe Heritage Committee agreed that creating recreational opportunities through the development of supportive tourism infrastructure in Atikokan's hinterland was the place to start. This is because of the vast expanse of virtually untouched land and water bodies is the community's greatest drawing card in terms of attracting visitors and residents. Atikokan proper is unlikely to ever become a tourist destination. Without first investing in the 'hook' that attracts people to the area, investments in the townsites infrastructure for the purpose of tourism development and promotion will be of little value. Moreover, it is fruitless to promote and market recreational opportunities that are not supported by extensive tourism infrastructure. Therefore, the development of a recreation corridor is a logical place to begin implementing the community's strategy of becoming an outdoor recreation destination.

The corridor development, coupled with an effective crown land management strategy, is expected to attract more people to the area. As more visitors enjoy the area's bountiful recreational opportunities and as more prospective residents choose Atikokan as their home, the community will begin to reap the economic rewards of being ensconced in a haven of recreational activity and events. And the business community, particularly those businesses that cater to recreational enthusiasts, are expected to be the primary beneficiaries of the strategy. If everything goes according to plan, the Canoe Heritage Committee will ultimately realize its goal of improving the economic health and well-being of Atikokan by strengthening the connections between the community and its backcountry resources.

## 5.2 Project's Fit with FedNor's Strategic Objectives

This project, which proposes to create a master plan for the development of a recreation corridor, addresses a number of FedNor's strategic objectives:

**Information & Markets** – By offering budding, young entrepreneurs in tourism-related sectors a lifestyle where they can pursue their favourite recreational activities, Atikokan's business community is expected to grow. This coupled with a campaign to encourage Atikokan's business community to support the themes of outdoor adventure and recreation is expected to result in a critical mass of themed businesses, thereby elevating Atikokan's profile as a centre for outdoor recreation.

In doing so, Atikokan will become home to a cluster of value-added manufacturers that create products enjoyed by recreational enthusiasts. These goods will be sold to markets in Southern Ontario, Manitoba, Mid-Western United States, and beyond. Therefore, by positioning Atikokan as an outdoor recreation destination Northern Ontario's trade relations are expected to strengthen.

**Community Partnerships** – Implementation of the recreation corridor and other elements of Atikokan's three-fold strategy will be inextricably linked to the successful formation of partnerships among community groups. No single person or group will be able to implement this multi-faceted strategy alone. It will take the efforts of many. And the recreation corridor is no exception. It is a development dependent on a number of small initiatives orchestrated by a coalition of community groups. If each corridor stakeholder were to work in isolation of one another, then corridor will likely never materialize. By creating a master plan for the corridor, this outcome might be evaded. The consultation process ensued during the creation of the master plan will bring corridor stakeholders together to discuss opportunities for partnership, collaboration, and cooperation.

## SECTION 6.0 IMPACT ON RELATED INITIATIVES

### 6.1 Sensitive Issues

Forest companies and contractors who have logging rights for the land surrounding Atikokan will have a stake in the development of the recreation corridor. After all, a corridor is to recreationist what a timber supply is to sawmill or pulp & paper operation. Both the logger and the recreationist require acres and acres of untouched forest. These competing interests, if not properly addressed, may place a stranglehold on the corridor's development.

Therefore, it is of the utmost importance that the development be guided by an intricately crafted master plan, which will address compatible resource uses for each segment of the corridor. This is because corridors do not necessarily prohibit overlapping resource uses. By planning for a multitude of uses it will help minimize the likelihood of resource conflicts in the future. Given this reality, the first step in constructing a recreation corridor is the creation of a master plan, complete with management and implementation strategies.

## **6.2 Complementary to Other Initiatives**

As explained in Section 5.1, the corridor development is the cornerstone of Atikokan's three-fold strategy, which strives to:

1. Develop recreational opportunities in the Atikokan-Quetico region.
2. Upgrade infrastructure within the Township's boundaries and offer products/services that cater to recreation enthusiasts who live, visit and invest in the community.
3. Promote and market the region's recreational opportunities and position Atikokan as the region's service centre.

Each component of the strategy, whether it is a community website or a revitalized downtown, cannot be implemented in isolation of the strategy's other elements. This strategy evinces the principle that the sum of the parts are greater than the whole. Without the corridor the entire strategy will be undermined.

This proposed corridor development also complements a number of other corridor projects underway in Ontario. Planning is currently underway to extend the Bruce Trail north across Manitoulin Island and then on to Wawa. From there the Great Lakes Heritage Coast project intends to build a trail from Wawa to Thunder Bay. This network of trails is expected to link up with the proposed Northwestern Ontario Trans Canada Trail's water route, which will flow from Thunder Bay, through the Atikokan area, to Dryden. It is expected that Atikokan's Recreation Corridor, by providing regional activities trails, will be integral to the Northwestern Ontario's Trans Canada Trail network. If the proposed recreation corridor and Trans Canada Trail water route is developed, Atikokan has the potential to become one of many service centres along the Trans Canada Trail. The community's regional trail system might also eventually link with trail networks in the Northern Minnesota thereby providing hikers and cyclists with an international circle tour.

## **6.3 Impact on Northern Ontario & Canadian Businesses**

The proposed corridor development strives to attract new visitors, residents and investors to the Atikokan area. The end goal of developing the region's recreational infrastructure is to not only entice recreational enthusiasts to visit and reside in the community, but also create an attractive investment atmosphere whereby entrepreneurs who make and sell recreation-related products and experiences will be enticed to relocate to the Atikokan area. Developing and positioning Atikokan as an outdoor recreation destination and a production centre for

recreation-related products/services will strengthen economic fabric of Northwestern Ontario.

Moreover, if Atikokan is successful in its drive to develop its recreational infrastructure, then all of Northwestern Ontario's tourism infrastructure will be strengthened. As a result of more visitors travelling to the region communities in Northwestern Ontario are expected to reap economic rewards from Atikokan's efforts to bolster tourism in Northern Ontario.

## **SECTION 7.0 CONSULTATION**

### **7.1 Organizations In Support**

Atikokan Economic Development Corporation – The corridor development is expected to foster an environment of business expansion and retention, particularly in the tourism-related sectors.

Township of Atikokan – The corridor development is expected to attract new residents and lead to new investments, thereby expanding the residential and commercial tax base.

Ontario Parks (Quetico Provincial Park) – Activity in the corridor is expected to alleviate resource pressures placed on Quetico Provincial Park. As well, the corridor will nurture and support recreational activities and events that cannot be pursued in Quetico Park because of its restrictions on mechanized travel, tourism facilities and other consumptive uses.

Quetico Foundation – The Foundation firmly believes that the ecological and social health of Quetico Park is inextricably linked to the economic health of Atikokan and is therefore committed to assisting the community with its endeavours to grow and expand its tax base. Moreover, the corridor development is expected to alleviate resource pressures, placed on Quetico Park, that are associated with a growing eco-tourism sector.

Letters from each of the aforementioned organizations are forthcoming.

# APPENDIX A:

## Proposed Work Plan for Creation of Recreation Corridor's Master Plan

Spring - Fall 2004						
	March	April	May	June	July	August
<b>Public Consultation Process</b>						
Meet with Stakeholders						
Send Newsletter to Citizens & Stakeholders						
Meet with Canoe Heritage Committee						
<b>Phase 1: Acquisition of Information</b>						
Hold Public Meetings (to gather info.)						
Research Corridor Developments in Region						
Research Relevant Gov't Regulations & Acts						
Review Previous Studies, Reports, etc.						
Perform Fieldwork (if required)						
<b>Phase 2: Inventory &amp; Analysis</b>						
Map Corridor's Boundaries						
Map Inventory of Recreational Amenities						
Create Conceptual Designs for Rec. Amenities						
Design Signage with Local Sign Manufacturer						
Prepare Cost Estimates						
<b>Phase 3: Creation &amp; Presentation of Plan</b>						
Draft Master Plan						
Draft Management Strategy						
Draft Implementation Strategy						
Create Final Plan, Maps, & Conceptual Designs						
Present Final Plan & Sign Prototype						

Note: Work plan is subject to change, upon negotiations between the Canoe Heritage Committee and the Consultant.

## **APPENDIX B:**

### **Terms of Reference for Recreation Corridor Master Plan**

#### **EXECUTIVE SUMMARY**

The Canoe Heritage Committee of Atikokan is interested in creating a **recreation corridor** in the hinterland surrounding the Atikokan area. Atikokan, a remote community of 3600, is located in Northwestern Ontario approximately 200 km west of Thunder Bay. One of the community's greatest assets is its close proximity to the internationally renowned wilderness canoe area of Quetico Provincial Park. Citizens of Atikokan are interested in capitalizing on this resource, in part, through the creation of a scenic, tourist district complete with recreational amenities and facilities. This Recreation Corridor will nurture a variety of self-propelled outdoor recreational activities. It will include trails, water routes, access points, access roads, boat launches, public beaches, rest areas, etc. All of these features will be promoted with consistent and themed signage. Over time, the corridor might be home to cottage lot development, high-end resorts, and overnight expedition chalets.

In order to transform this vision into reality a master plan, which will include a governance framework and implementation strategy, must be created. Contingent upon the receipt of senior government funding, the committee will hire a land-use planning/landscape architecture/design consulting firm to create the plan. This terms of reference document will be used by the Consultant to guide the creation of a master plan for the corridor development.

#### **1.0 INTRODUCTION**

The Canoe Heritage Committee is one of many community groups that has dedicated its energies to diversifying Atikokan's economy and attracting new people to the area. The committee, which is an arm of the Atikokan Economic Development Corporation (AEDC), is comprised of entrepreneurs and professionals who care deeply about the economy of Atikokan and who relish the bountiful recreation opportunities that the region offers.

##### **1.1 Tourism Development & Promotion**

Since its inception in 1998, the Canoe Heritage Committee's purpose and objectives has remained unchanged. It strives to maximize the economic benefits for Atikokan by building upon its image as the Canoeing Capital of Canada. At the conclusion of the committee's visioning sessions, held during October 2003, a new approach to achieving the committee's goal and objectives was arrived at. Developing and positioning the Atikokan region, including Quetico Provincial Park and Turtle River/White Otter Wilderness area, as an outdoor recreation destination is the Canoe Heritage Committee's new approach. This vision is comprised of three interrelated components:

- 1) Regional Development: Development of year-round recreational opportunities in the hinterland surrounding Atikokan.

- 2) Township Development: Invest in infrastructure ('soft' and 'hard') upgrades within the Township of Atikokan, thereby positioning the community as the service centre to the recreational hinterland surrounding Atikokan.
- 3) Promotion: Promote, market and strengthen the brand image of Atikokan as the Canoeing Capital of Canada and capitalize on Quetico Park's strong brand name recognition.

The opportunity to pursue a variety of outdoor recreation activities is the "hook" which compels thousands of visitors to travel hundreds of kilometres to the Atikokan area each year. As such, expanding the recreational opportunities in Atikokan's hinterland is of the highest priority. The successful implementation of this strategy will be dependent on the work of numerous community groups and businesses.

At the forefront of this three-fold strategy is the Canoe Heritage Committee, which strives to promote self-propelled outdoor adventure activities and events. This includes, but is not limited to, adventure racing, canoeing, kayaking, camping, horseback riding, snowshoeing, mountain biking, skiing, dog-sledding, kick-sledding, and nature walks.

## **1.2 Recreation Corridor**

To facilitate the promotion of outdoor recreation activities in Atikokan's hinterland and to strengthen the connections between the community of Atikokan and its backcountry resources, the committee is dedicated to creating a recreation corridor. At its basic conception, the corridor involves the establishment and enhancement of new and existing recreational facilities and supportive tourism infrastructure along the highways leading to Atikokan.

The corridor is expected to create a scenic, enhanced tourism district in the Atikokan area, which would be home to a plethora of self-propelled outdoor recreational activities on a year-round basis. Corridor development will include, but is not limited to, trail development and upkeep, upgraded access points and boat launches, and maintained public beaches. All of these features will be promoted with consistent and themed signage. Signs will be an important indicator to visitors and passersby that they have entered a haven of outdoor recreation activity. Over time cottages, high-end resorts, and overnight expedition chalets might be constructed and interwoven throughout the lakes and land located within the corridor.

The prime advantage of developing a corridor is that it can be as comprehensive or as elementary as available public and private funding permits. The corridor's boundaries may also expand over time in accordance with available funding. Initially the Canoe Heritage Committee, under the auspices of the AEDC, will focus its energies on developing the south side of Highway 11 along the full-length of the Quetico Park's northern boundary. If the corridor is well received by visitors, residents and investors, then it might be expanded to include the north side of Highway 11 and eventually extend up Highway 622.

Development of the corridor will depend on the formation of partnerships among a cross-section of community groups and private investors interested in capitalizing on the outdoor recreation and adventure opportunities that exist in the hinterland surrounding Atikokan. As such, components of the corridor may be developed incrementally over an extended period of time without compromising the integrity of the development.

## **2.0 THE COMMUNITY OF ATIKOKAN**

Atikokan, initially established as a rail line divisional point 210 km west of Thunder Bay, has reinvented its economy several times throughout the 20<sup>th</sup> century. From a rail town to a centre for iron ore extraction to a forestry community, Atikokan's economic mainstay has traditionally revolved around the primary and secondary industries. As this community of 3600 (Statistics Canada 2001) entered the 21<sup>st</sup> century nearly 60% of its workforce relied on the lumber industry (Spicer, Thunder Bay Chronicle-Journal, 24/12/2003).

Despite the community's dependence on the forestry sector, Atikokan's tourism sector has grown and expanded over the years. The community has tremendous potential to continue to develop and expand its tourism-related sectors by capitalizing on Atikokan's close proximity to the internationally renowned wilderness canoe area of Quetico Provincial Park and the region's vast expanse of virtually untouched land and water bodies.

As the year 2003 drew to a close, the community fell on hard times with layoffs in the forestry sector resulting in the displacement of hundreds of Atikokan residents. Given the proven volatility of primary industries, community groups have worked hard over the years to foster an environment that will support the growth and expansion of the community's secondary (i.e. value-added manufacturing) and tertiary (i.e. tourism) industries. Currently, Atikokan is home to a number of resorts, outfitters, lodges, and camps as well as several canoe manufacturers and a paddle company. These tourism-related sectors are poised for growth. And the development of a recreation corridor will serve as a catalyst for business expansion as entrepreneurs seek to capitalize on the recreational wonderland in which Atikokan is ensconced.

## **3.0 PURPOSE & OBJECTIVES**

The purpose of creating a master plan is to establish a plan, complete with a governance framework and implementation strategy, to guide the development of a recreation corridor over the coming years.

Community consultation processes utilized to inform the master plan will:

- Increase awareness of proposed corridor development among general public.
- Facilitate communication and collaboration among community groups and private investors who might have a stake in the development of the corridor.
- Encourage corridor stakeholders to assume ownership of the corridor development.
- Provide the general public with an opportunity to impart their local knowledge of the study area.



The master plan itself will serve as a roadmap for the development of Atikokan's recreation corridor, which will strive to:

- Minimize redundancies and reduce the likelihood that numerous community groups working in isolation of one another will duplicate development initiatives. For example, rather than each group creating a trail system to meet the individual group's needs, a process for consulting with other community groups to develop a shared trail system will be devised.
- Minimize the potential for resource conflicts among corridor stakeholders by devising a framework for governance of the corridor, which will be sustainable, feasible, and supported by the corridor's stakeholders.
- Promote a consistent aesthetic appearance among similar types of developments despite different stakeholders spearheading each development and despite significant lapses of time between development initiatives. For example, all signs should have a consistent colour scheme, design, slogan, and logo despite the activity being promoted. All trail widths should be consistent.

## **4.0 SCOPE & LIMITATIONS**

### **4.1 Planning Area**

Generally, the study area consists of the Atikokan area (including all the area within the Township's politically defined boundaries and extending north to include White Otter Lake and Turtle River's chain of lakes, west to include Price Lake and east to include Windigoostigwan Lake). The study, however, will focus on the land and water bodies adjacent to Highway 11 and 622 (on both sides of the highway) to as far west as Price Lake, to as far east as Otter Lake, and to as far north as Bending Lake.

### **4.2 Scope of Services**

#### **4.2.1 Responsibilities of the Consultant:**

- a) The Consultant shall work closely with the Canoe Heritage Committee during the course of the study and report to the committee.
- b) The Consultant shall identify and consult with existing and potential corridor stakeholders (namely government representatives, community groups, private investors). The Consultant shall also consult with the Northwestern Ontario Trans Canada Trail organization and citizens of Atikokan in preparing the plan.
- c) The Consultant shall review previous studies, reports, plans, etc that pertain to the development of recreational amenities, facilities, and infrastructure within the area of study.
- d) The Consultant shall be cognizant of, review and research recreation corridor developments planned and/or underway in Northwestern Ontario, Southeastern

Manitoba, and Northern Minnesota (namely, Trans Canada Trail, Great Lakes Heritage Coast project, etc).

- e) The Consultant shall devise a communication strategy and a public consultation process (including, but not limited to, newsletters, interim reports, open houses, workshops, etc). The purpose of consulting with the public is two-fold. The process endeavours to garner local knowledge of the study area from corridor stakeholders and general public and increase awareness of corridor development among citizens of Atikokan.
- f) The Consultant shall research and survey existing (used & abandoned) trails, water routes, portages, rest areas, signage, access points, public beaches, boat launches, access roads, access points, cottage lots, commercial lots, etc. Note: Creating this inventory of recreational amenities might require fieldwork, which could be performed by unemployed Atikokan residents with grant assistance from HRDC, if required.
- g) The Consultant shall prepare detailed maps of the corridor which will identify at least, but is not necessarily limited to, the following:
  - The corridor's boundaries (according to a phased program of implementation). The boundaries will be defined in accordance with the geographic study area (outlined in Section 4.1 of the Terms of Reference), land-use patterns, viewscape, access patterns, and vegetative cover.
  - Existing trails, water routes, portages, rest areas, signage, access points, public beaches, boat launches, access roads, cottage lots, commercial lots, etc. Each recreational amenity/feature will be graded on a scale according to its present quality/condition.
  - Where signs ought to be located to effectively promote the corridor and its associated recreational amenities, facilities, and infrastructure
- h) The Consultant shall prepare a comprehensive master plan for the proposed recreation corridor. The master plan must contain at least, but is not necessarily limited to, the following:
  - The corridor's name.
  - Identify existing and potential recreational features, amenities, and facilities within the corridor.
  - Identify all current and potential resource uses within and adjacent to the corridor. In particular, identify recreational activities that can be enjoyed during the shoulder seasons of spring and fall.
  - Identify existing and potential corridor stakeholders (namely community groups, Trans Canada Trail organizers, private investors, and government entities) as well as a description of partnerships required to facilitate the successful development of the corridor.
  - Describe the overarching vision for the corridor with its associated goals, results-based objectives and indicators for monitoring the plan's implementation.
  - Investigate and analyze relevant government regulations and restrictions which may impact the development, maintenance and administration of the corridor.
  - Estimate the number of signs that ought to be placed throughout the corridor.

- Estimate capital and operating costs associated with corridor development (e.g. the cost to build and maintain each square metre of trail, road, or public beach). The corridor's projected annual operating costs and cost recovery plan shall be described.
  - Identify recreation corridors located in (and planned for) Northwestern Ontario, Southeastern Manitoba, and Northern Minnesota that may be relevant to and eventually link with the Atikokan area's corridor.
- i) The Consultant shall prepare conceptual plans, drawings and designs using computer generated photographic images and 3D drawings of the "highway-scape"; the "trail-scape"; etc. In essence the Consultant shall provide a complete visual landscape analysis and inventory of the corridor's viewshed.
  - j) The Consultant shall work closely with a local sign manufacturer to design conceptual drawings of the corridor's signage. The signs' logo, colour scheme(s), design, and slogan shall be described and depicted graphically. Cost estimates, according to different sizes and materials, will also be garnered and included in the master plan. The local sign manufacturer will be commissioned, by the Consultant, to create a sign prototype to be unveiled during the final presentation of the master plan.
  - k) The Consultant shall prepare and recommend a governance framework that will guide, govern, and oversee the corridor's capital development phase and on-going maintenance. The management strategy recommended must be feasible, suitable, and sustainable. It should also be consistent with management strategies employed by other recreation corridor developments in the region, province, and beyond.
  - l) The Consultant shall prepare an implementation strategy for the corridor taking into consideration the employment of a phased program of implementation. The strategy shall also include ideas for low-cost, 'easy to organize' projects that will build momentum for the pending corridor development among Atikokan and area residents.
  - m) The Consultant shall prepare a marketing strategy for the corridor which identifies and describes the corridor's target market.

#### 4.2.2 Responsibilities of the Canoe Heritage Committee:

The Canoe Heritage Committee, under the auspices of the AEDC, is ultimately responsible for the master plan and its components as well as the actions arising from the study program. The committee shall:

- a) Conduct the call for consultant proposals.
- b) Review proposals received and select a consultant to conduct the study program.
- c) Liase, coordinate, assist and monitor the Consultant to ensure his/her work is completed in accordance with the Terms of Reference.

- d) Review, approve and be responsible for payment of work as it is completed.
- e) Provide the Consultant with background information as required.
- f) Co-host and participate in public meetings, workshops, open houses, etc held throughout the course of the study program.
- g) Secure HRDC job creation grant for unemployed workers who would perform fieldwork (if required).

### 4.3 Study Timeline & Preliminary Work Plan

The successful candidate will have a maximum timeframe of **seven months** to complete at least, but is not necessarily limited to, the following work:

- Phase 1: Acquisition of Information
  - Collect and review background information (e.g. review previous studies, reports, plans, etc that pertain to the development of recreational amenities, facilities, and infrastructure within the area of study).
  - Investigate NWO Trans Canada Trail initiative and its plans for the Atikokan area.
  - Research recreation corridor developments planned and/or underway in Northwestern Ontario, Southeastern Manitoba, and Northern Minnesota
  - Investigate relevant government regulations and acts impacting the successful development of the corridor.
  - Hold meetings with Canoe Heritage Committee, potential corridor stakeholders and general public.
  - Send an introductory newsletter to Atikokan's citizenry and corridor stakeholders. This newsletter will serve as a communication devise, which will introduce the community to the Consultant. It will also provide a description of the study program and outline the upcoming public meetings pertaining to the study program.
- Phase 2: Inventory & Analysis
  - Identify primary, secondary, and potential stakeholders in the corridor development. Investigate potential partnerships that could be formed to facilitate corridor development.
  - Use maps to delineate the corridor's boundaries in accordance with the phases of corridor implementation.
  - Map existing signage, trails, water routes, access points, access roads, rest stops, public beaches, boat launches, cottage lots, commercial lots, etc and grade the quality/condition of each recreational amenity.
  - Consolidate the Canoe Heritage Committee's and public's thoughts regarding the signs' colour scheme, design, slogan, material, logo, size, etc (gathered at meetings previously held). The consultant will liase with the local sign manufacturer to create conceptual designs of the signs and commission the sign manufacturer to create a sign prototype.

- Analyze the opportunities and constraints associated with corridor governance, cottage lot development, high-end resort development, and Trans Canada Trail initiative (Note: This list is not exhaustive).
  - Prepare cost estimates pertaining to capital and operating costs of developing and maintaining the corridor.
  - Send a second newsletter to Atikokan's citizenry and corridor stakeholders. This newsletter will communicate the consultant's initial findings.
- Phase 3: Creation & Presentation of Final Plan
    - Host a series of meetings with the Canoe Heritage Committee, corridor stakeholders, and the general public to review the consultant's findings in Phase 1 & 2 (prior to drafting the final plan). Comments and suggestions will be incorporated into the final master plan (which will include a governance framework and implementation strategy).
    - Draft master plan (complete with conceptual designs of the phased corridor development and signage, governance framework, implementation and marketing strategies).
    - Send a third and final newsletter to Atikokan's citizenry and corridor stakeholders. This newsletter will summarize the primary tenets of the final plan.
    - Present final plan and sign prototype to the Canoe Heritage Committee and subsequently host a public meeting where the final plan and all of its components (including sign prototype) will be presented (with personal invitations having been sent to corridor stakeholders and participants of previous meetings).
    - Provide copies (hard & electronic) of the final plan (including maps, conceptual designs, and other computer generated photographic images and drawings).

The Consultant shall outline in his/her proposal the specific timeframe for the completion of the aforementioned work plan. The Canoe Heritage Committee expects the study to commence after March 21st and conclude prior to October 21<sup>st</sup>.

#### **4.3 Resources Provided**

The Consultant is encouraged to consult with the following corridor stakeholders to acquire knowledge of the study area:

- Atikokan Canoe Club
- Atikokan Forest Products & other forestry companies with logging rights in the study area
- Atikokan Ski Club
- Atikokan Sno Ho Club
- Businesses located within the study area and along Highway 11 or 622
- Chamber of Commerce
- Cottage associations located with study area
- Friends of Quetico Park
- Friends of White Otter Castle
- Little Falls Golf Club

- Ministry of Natural Resources
- Ministry of Transportation
- Nordic Beaten Path Cross Country Ski Club
- Ontario Parks (re: Quetico and White Otter/Turtle River wilderness parks)
- Quetico Centre
- Quetico Foundation
- Sportsman Conservation Club
- Township of Atikokan (Tourism Committee)
- Trans Canada Trail Regional Coordinator for Northwest Region

Note: The Consultant shall utilize the most cost effective means of consulting with the aforementioned stakeholders. This may entail telephone interviews, teleconferences, videoconferencing, holding several stakeholder meetings over the course of one community visit, etc.

## **5.0 PROJECT REQUIREMENTS**

### **5.1 General**

- a) All mapping and diagrams must be in appropriate metric units of measurement. All documents must be in digital format.
- b) All information, electronic data, reports, literature, mapping, software/hardware developed or acquired by the Consultant in the course of the study and having application to this study shall become the property of the Atikokan Economic Development Corporation. This property shall be delivered to the AEDC with the final billing unless the AEDC provides the Consultant with explicit written direction to the contrary.
- c) A provisional budget of \$85 000 has been established for this study. However, the Consultant is invited to propose alterations to these Terms of Reference, which might either lower or raise the study cost. These alterations and cost changes must be submitted as an addendum to the Consultant's proposal covering the study as outlined in these Terms of Reference. A rationale for the proposed changes in the Terms of Reference, accompanied by a detailed costing of the effect of these changes, must be contained in the addendum.
- d) Payments will be conditional upon the receipt of work completed and submission of an invoice for the work.
- e) A contingency allowance should not be used in making cost estimates for the completion of the work. All proposals should clearly indicate that the work to be provided will be for an "upset limit". The Canoe Heritage Committee, under the auspices of the AEDC, will not consider cost overruns.

### **5.2 Meetings**

Meetings, either in-person or via teleconference, should be held with the Canoe Heritage Committee at the following stages of the study program:

Phase 1: At least one introductory meeting between the Consultant and the Canoe Heritage Committee will be held to discuss the study program in detail and to identify areas of study and common concerns.

Phase 2: At least two meetings through the course of the Consultant's Inventory & Analysis phase will be held between the Consultant and the Canoe Heritage Committee. At the meetings, the Consultant will update the committee on his/her progress and initial findings. Each of these meetings will be supplemented with the Consultant's interim reports.

Phase 3: The Consultant shall meet with the Canoe Heritage Committee to present the final plan, prior to presenting the plan to the general public.

### **5.3 Distribution of Documents**

The Consultant shall forward all documents and revisions to the Canoe Heritage Committee at least one week in advance of meetings at which documents and revisions are to be reviewed or discussed.

### **5.4 Reproduction**

The Consultant shall provide:

- a) Ten (10) copies of all draft reports for review and discussion at meetings.
- b) Fifteen (15) copies of a bound Final Plan, including maps, diagrams, and drawings.
- c) One (1) electronic copy of all material.

Draft documents presented in fulfilment of project requirements need not be bound and may be photocopies. Maps and diagrams accompanying the draft reports may be their original size in order to keep costs reasonable.

### **5.5 FEDNOR/MNDM**

The awarding of this study is contingent upon the Canoe Heritage Committee, under the auspices of the AEDC, obtaining senior government funding.

## **6.0 PROPOSAL BY CONSULTANT**

### **6.1 Proposal Content**

The Consultant shall prepare a proposal that clearly indicates how the Consultant will carry out the work set out in the Terms of Reference. The proposal must contain at least, but is not necessarily limited to, the following:

- a) A description of the methodological approach that will be used in conducting the study. The description shall specify the degree of public consultation and communication with the Canoe Heritage Committee, corridor stakeholders, and the general public.
- b) A work schedule indicating the timing of the study program's phases, meetings and reports. This should include any suggested revisions to the scope of services and work plan as outlined in the Terms of Reference and an explanation for the reasons for the suggested changes.
- c) Names, qualifications and relevant experience of staff to be assigned to the project.
- d) Maximum total cost of the study broken down by phases, with meetings, printing, and transportation costs and other disbursements listed separately
- e) Per diem rates for key personnel involved with the study and an estimate of the number of days that the project staff will spend on the study and in the study area.
- f) Related examples of recent studies prepared by the Consultant and a list of relevant references.
- g) Executive Summary and the Consultant's contact information.

Questions regarding this proposal can be submitted via regular mail, fax, or email up until Day, Month, Year, Time. All responses to questions received, regarding this proposal, will be provided to consultants planning to submit a proposal.

## **6.2 Proposal Format**

- a) The Consultant shall submit ten (10) copies of the proposal that are clearly legible and individually bound.
- b) All pages of the proposal document must be numbered.

## **6.3 Submission Process**

Proposals must be received by Time, Local Time, Day, Month, Year at the following address (Electronic or fax submissions will not be accepted.):

Canoe Heritage Committee  
c/o AEDC  
P.O. Box 218  
Atikokan, ON  
P0T 1C0

The proposal document must be delivered in a sealed envelope, labelled with project title: Recreation Corridor Master Plan, Proposal #: RC-2004, and name of the consulting firm.



The Canoe Heritage Committee and AEDC shall bear no responsibility in the event that any proposal is not received in an acceptable fashion on or before the closing date.

#### **6.4 Proposal Withdrawal**

Proposals received prior to the proposal's closing date may be withdrawn upon written application only. The last proposal received shall invalidate all previous proposals received from the same Consultant. Withdrawal of the proposal shall be by letter bearing an official company or corporation signature and seal only.

#### **6.6 Selection Process & Procedure**

- a) The Canoe Heritage Committee, under that auspices of the AEDC, reserves the right to:
  - i. reject any or all proposals
  - ii. accept any proposal deemed to be in the best interest of the Canoe Heritage Committee and community of Atikokan
  - iii. disqualify proposals not submitted in strict accordance with requirements
- b) Proposals which are incomplete, conditional or obscure or which contain additions not called for, erasures, alterations or irregularities of any kind, or in which any of the prices are obviously unbalanced, shall be rejected as informal.
- c) The proposal with the lowest bid may not necessarily be accepted.
- d) Preference will be given to the purchase of goods, services, and labour from businesses located within (in order of priority):
  - i. Township of Atikokan
  - ii. District of Rainy River & Thunder Bay
  - iii. Northwestern Ontario
  - iv. Province of Ontario & Manitoba
- e) Preference will also be given to methodological approaches that draw upon local knowledge of the study area held by Atikokan area residents.

#### **7.0 CONTRACT**

The Consultant shall enter into a contract with the Atikokan Economic Development Corporation once the project funding is in place. The contract shall indicate that the work to be undertaken shall be done to the satisfaction of the Canoe Heritage Committee, under the auspices of the AEDC, according to the Terms of Reference and for the amount agreed upon by the two parties. The contract shall indicate that no additional money shall be paid to the Consultant for any work which has not received prior authorization, in writing, from the AEDC's Office Administrator. The Consultant shall supply draft copy of the proposed contract.

#### **7.1 Contract Changes**

The contract may be revised by mutual agreement during the study program provided a complete analysis of the effect of any proposed change is submitted and agreed to by both parties. This analysis shall include an assessment of the proposed change on target dates and costs.

**Questions concerning this Terms of Reference and proposed contract should be referred to:**

Before May 1<sup>st</sup>, 2004:

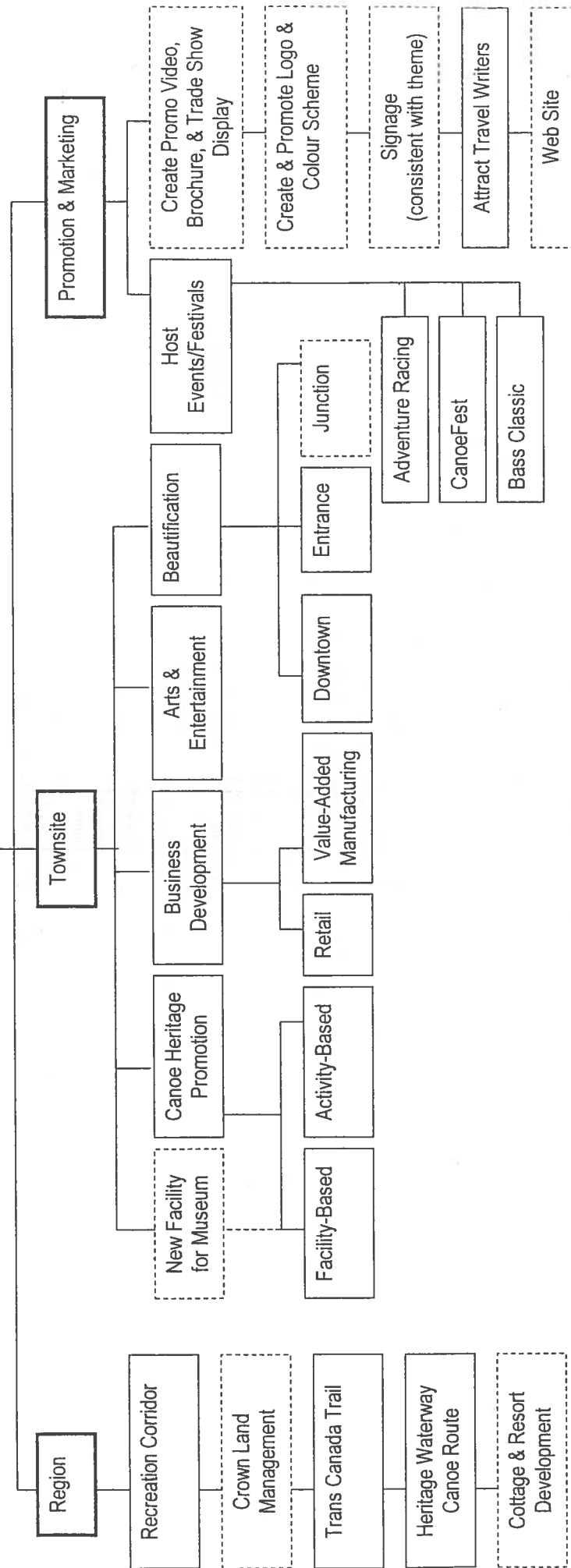
Jill Lewis  
Canoe Heritage Intern, Atikokan Economic Development Corporation  
P.O. Box 218; Atikokan, ON; P0T 1C0  
Tel: 807-597-2757  
Fax: 807-597-2726  
jill.lewis@atikokaninfo.com

After May 1<sup>st</sup>, 2004:

Linda Braun  
Community Development Advisor & Member of the Canoe Heritage Committee  
Atikokan Economic Development Corporation  
P.O. Box 218; Atikokan, ON; P0T 1C0  
Tel: 807-597-2757  
Fax: 807-597-2726  
lgbraun@nwon.com

## APPENDIX C

### Strategy for Positioning Atikokan-Quetico as a Recreation Destination



All tourism-related endeavours, described in this diagram, will strengthen the brand image of Atikokan-Quetico as the *Canoeing Capital of Canada*, which in essence is the development of the Atikokan region as an outdoor adventure destination by encouraging residents and visitors to engage in recreation activities offered throughout the region).

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Guide

Guest commentary Dr. Derek Wilkinson

# Is economic diversification the answer for rural communities? What was the question?

Marjorie Page and Roland Beshiri think that economic diversification is a solution for rural areas. In the latest 'Rural and Small Town Canada Analysis Bulletin' just published on Tuesday, December 9, (get it free at [www.statcan.ca](http://www.statcan.ca)), they say diversification "makes communities less vulnerable to economic variability".

They measure diversification using the Herfindahl Index and claim that levels of diversification in most regions did not change much from 1981 to 1996. However, the range of diversification did change and expand over the period. There were even larger ranges for communities. Interestingly, there was a large range of variation for communities even within regions. Between 1986 to 1996, about 64% of rural communities diversified while the rest specialized. Most rural communities were already quite diversified and became more so. That's encouraging for Page and Beshiri.

Town folk listen to policy wonks. When these experts praise diversity, they shift to coffee-shop opinions in downtown 'Tinysask'. Joe says it's better to have new businesses come in from away. Dana decries the old businesses that don't create a new image for the community. Carl opines that getting a widget factory to move from Brampton would help local employment. Joan adds that her kids might then be able to stay in town. Tom thinks the town needs tourists. Mary likes Big Macs and wants a McDonald's in town. The folks in Tinysask will then buy from newer businesses, support new-business-promoting politicians, and let older businesses plateau or flounder.

The story of Greater Sudbury is an interesting case in point. It too was considered deprived. Fifteen years ago, a government report argued strongly that Sudbury was too specialized in and dependent on mining - it needed to diversify. As a result, the community concen-

trated socially and economically on promoting non-mining-industry development. It has been doing that for a decade and our population is still shrinking.

It took Dr. David Robinson, a deviatory economist who teaches at Laurentian University, to point out the flaws. Growth requires markets. If you produce the same stuff as Toronto, you will have to compete with Toronto producers. And Toronto producers, compared to both Tinysask and Sudbury, have easier access to cheaper products, better legal, accounting, and architectural services, as well as greater access to qualified labour. Markets are nearer, advertising more accessible, and transportation cheaper. Indeed, sometimes I think the diversification theory is really a Toronto-Ottawa plot to keep Southern Ontario on top.

The October 2000 INORD employment commentary written by Drs. Claude Vincent and David Robinson (free at [inord.laurentian.ca](http://inord.laurentian.ca)) compared the Herfindahl index for industry over time in census metropolitan areas. They found no clear relationship between the Herfindahl and the amount of unemployment. They went on to argue that diversification would neither solve Sudbury's economic woes nor reduce unemployment.

Page and Beshiri present new information on diversification and employment growth. Recalculating their numbers shows that 65% of the diversifying communities had a growing labour force, while 62% of the specializing communities had a growing labour force. Such a small difference (only 3%) supports the Vincent-Robinson conclusion that diversification does not really help employment growth.

David Robinson advocates an alternative economic idea, cluster development. He wants to promote the mining supply and services cluster. Clusters are groups

See 'Diversification', lower left, this page



and fairness."

## No calls this week

### No paper next week.

The Progress will not publish next week;  
our next issue will be published Monday,

January 5. Deadline for that issue is

Noon, Friday, January 2.

The Progress office will close at 5 p.m.

December 22 and re-open at 9 a.m.,

Tuesday, January 30.

## Diversification

From right, above  
of related and connected industries  
that share reliance on common labour,  
skill, product, or process require-  
ments and hence help support each  
other's conditions of existence even  
though they are competitors.

It is developing those symbiotic,  
webbed businesses that can propel  
communities and regions into distinc-  
tion, making them better and more at-  
tractive than Toronto and Ottawa for  
products linked to their clusters.  
They'll be able to compete, prosper,  
develop and grow.

The New Rural Economy research  
project, directed by Bill Reimer from  
Concordia University (more info at  
[nre.concordia.ca](http://nre.concordia.ca)), suggests rural ar-  
eas need to find a way to parlay their  
resources and amenities into eco-  
nomic initiatives by developing con-  
nections with specific urban areas.  
Globalization and the information  
economy mean communities cannot  
succeed without market involvement  
and specialization. That fits with the  
cluster view.

Not every community can create  
a cluster. Just as there is a wide varia-  
tion among diversities, there are also  
wide variations in other necessary

characteristics such as skill in gover-  
nance and social cohesion. For many  
areas, working out how to have the  
private sector, the public sector, and  
the voluntary sector cooperate and  
support each other will be crucial in  
achieving a plan and a direction. Clus-  
ters are not for every community.

The famous *Hitchhiker's Guide  
to the Galaxy* pointed out the per-  
ceptive truth that to understand an  
answer you sometimes need to know  
what was the question. I surmise that  
the Page-Beshiri question was "How  
can we protect the current state of  
our community (whether slow growth,  
stability, or decline) from the influ-  
ence of global market shifts, currency  
crises, and distant political deci-  
sions?" Indeed, diversity is that an-  
swer. The Robinson question is "How  
can we reverse Sudbury's population  
decline and inaugurate a few decades  
of healthy economic growth and ris-  
ing employment?" Diversity is not  
that answer. Why would anyone ex-  
pect the answers to be the same when  
the questions are so different?

*Dr. Derek Wilkinson is the Direc-  
tor of the Institute of Northern  
Ontario Research and Development  
at Laurentian University.*

## Gasoline Report

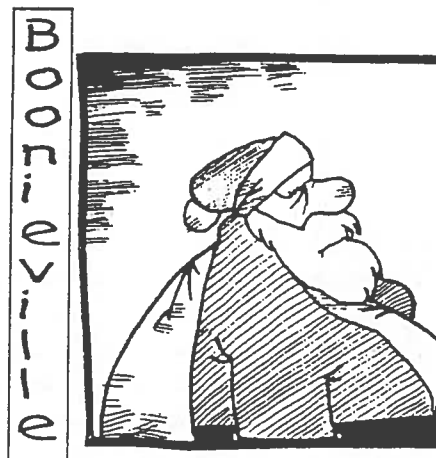
Ministry of Energy

For the week ending December

cent in London (66.0), Thunder  
Bay (72.7), and Sudbury (72.7).

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## Letter to the "... the sale of property

Dear editor,

An open letter to the Municipal Pr  
ment Corporation (MPAC):

Fair market value assessment, as w  
understand it, varies across the provin  
the economic stability of the specific areas  
nities. The above noted process is a gc  
ever the economic downturn here in At  
past 20 years reflects significant increa  
ties that have had little or no improv

Therefore all property assessment in  
be readjusted to reflect our stressed ec  
timately lower tax structures applied. In  
other property assessments in our com  
clear that the sale of property for the a  
values is absolutely impossible and ove

I talked to one local [realtor] and dic  
gating and was told the housing marke  
sales where up. But talking to some pec  
the last two years, especially on Pine C  
had to drop their asking price (the reale

February 6, 2004

Dennis Brown, Chair  
Canoe Heritage Committee  
P.O Box 218  
Atikokan, ON  
P0T 1C0

Dear Dennis,

The Atikokan Economic Development Corporation (AEDC) endorses the Canoe Heritage Committee's drive to create an Atikokan Area Recreation Corridor. This project supports the achievement of four of AEDC's eight strategic goals: Small Business Enhancement, Entrepreneurship, Tourism Support, and Canoeing Capital Theme.

By embedding recreational amenities, facilities, and infrastructure in the backcountry resources adjacent to Highway 11 and 622, business development opportunities are anticipated to arise. Recreationists interested in snowshoeing might be inclined rent snowshoes and trekking poles from local businesses in the Atikokan area. Cross-country skiers might purchase outfitting and guide services. Hikers might rent GPS units and maps to participate in the region's GPS Treasure Hunts. Soft adventure seekers might stay at lakefront resorts and enjoy day canoe trips, fine food, and excellent hospitality. The AEDC supports and shares the Canoe Heritage Committee's vision to establish a Recreation Corridor.

The Atikokan Area Recreation Corridor is expected to foster business start-up, retention, and expansion opportunities within the community of Atikokan. But before the corridor can be developed, a master plan for the development must be created. Therefore, the AEDC supports the Canoe Heritage Committee's application to FedNor for the creation a master plan.

Sincerely,

Dave Elder, Chair  
Atikokan Economic Development Corporation



## **Vision**

Atikokan is committed to attracting visitors, residents, and investors. It proposes to achieve this goal by developing and positioning the Atikokan area, including Quetico Provincial Park and Turtle River/White Otter Wilderness area, as a centre for outdoor recreation pursuits.

## **SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Active recreation clubs (x-ski, snowmobile, canoe, etc)</li> <li>• Vibrant &amp; growing arts community (Arts Centre, AES, etc)</li> <li>• Existing tourism-related industry attracting approximately 35 000 visitors/year</li> <li>• Strong civic spirit characterized by a high level of volunteerism and cooperation amongst groups</li> <li>• Friendly, hospitable</li> </ul>	<ul style="list-style-type: none"> <li>• Aging, abandoned infrastructure</li> <li>• Unkempt private properties, particularly in commercial districts</li> <li>• Aesthetically unappealing and ordinary retail and hospitality businesses</li> <li>• Employee culture with few entrepreneurs</li> <li>• Lack of leadership from Council</li> <li>• Few people willing to invest in development initiatives</li> <li>• Tensions between downtown businesses and resorts/lodges in hinterland</li> <li>• Tensions between non-motorized and motorized recreationists</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Close proximity to Quetico Park, White Otter/Turtle River Wilderness Area; White Otter Castle; lakes stocked with Walleye</li> <li>• Located along a major highway connected Canada's east – west which is frequented by cross country cyclists</li> <li>• Potential to develop shared-use trails in area around former mine sites</li> <li>• Trans Canada Trail intends to extend water route from Shoal Lake (Dryden) to Quetico Park to Lake Superior (Thunder Bay)</li> </ul>	<ul style="list-style-type: none"> <li>• Crown land resources managed by MTO/MNR with logging rights leased to companies</li> <li>• Most people who canoe Quetico, use Ely Minnesota as their service centre</li> <li>• Not located on the Trans Canada highway</li> </ul>



## **Areas of Development**

### **1) Develop & Implement Master Plan for Atikokan Area Recreation Corridor**

The corridor development will entail the establishment and enhancement of new and existing recreational facilities and supportive tourism infrastructure along the highways leading to Atikokan. The corridor will nurture and promote a variety of self-propelled, outdoor recreation activities and events on a year-round basis. Activities and events to be enjoyed in the corridor include, but is not limited to, adventure racing, canoeing, kayaking, camping, horseback riding, snowshoeing, GPS Treasure Hunting, mountain biking, skiing, dog sledding, kick sledding, and hiking. These activities, however, cannot be enjoyed without the establishment of recreational amenities, facilities, and infrastructure. Trails will be developed and maintained. Access roads, boat launches, access points to recreation areas, public beaches, and rest areas will be upgraded and promoted. As time passes, the corridor will also become home to residential (cottages) and commercial (high-end resorts) developments.

Effective promotion will be key to the corridor's success. The corridor's recreational features and amenities must be promoted with consistent and themed signage. Signs will be an important indicator to visitors and passers-by that they have entered a haven of outdoor recreation activity.

### **2) Develop & Implement Master Plan for Motorized Sport Staging Area**

Over the years, citizens have transformed Charlson Pits into a gateway for a variety of motorized sports, namely snowmobiling and motocrossing. This area's recreational amenities, infrastructure, and facilities ought to be enhanced and expanded. With this development, trails around the former mine site should be constructed, thereby catering to mountain bikers, dirt bikers, horseback riders, etc. This shared trail system ought to be promoted with effective, themed signage that is consistent with the Recreation Corridor and Waterfront trails signage.

### **3) Grow & Strengthen Atikokan's Artistic Community**

Recreation and art are not mutually exclusive. Installation art can be incorporated into the recreation corridor. Visiting recreationists and their families can take part in art workshops or attend coffeehouses while staying overnight in the community. Likewise, visiting artists can spend a few hours mountain biking, cross country skiing, golfing, skating, hiking, etc. Art enriches not only community life, but visitor experiences as well. Therefore, expanding and supporting Atikokan's arts and culture community is integral to the community's strategy of becoming a centre for outdoor recreation pursuits.

### **4) Beautification**

For decades the overwhelming message communicated by citizens at public meetings or through opinion surveys has been the need to beautify Atikokan. A visible, united theme/logo/colour scheme must be promoted throughout the community. Unsightly buildings and objects in the commercial districts must be concealed, removed or destroyed. Trees must be planted in the commercial districts. Abandoned, decaying machinery or vehicles used for salvaging, dismantling, and wrecking should be removed from the Atikokan River's viewshed. Council and the township of Atikokan is in the best

position to spearhead these projects. Zoning by-laws can be adopted. Design controls can be developed. By-laws can be enforced. Leadership from Council is required if Atikokan is going to be transformed into a welcoming, vibrant and attractive community.

### **5) Tourism Values Ought to be Reflected in Land-Use Planning**

The community of Atikokan should engage in careful land-use planning for the purpose of:

- Influencing the availability of Crown resources for backcountry recreational pursuits and associated tourism-related business pursuits
- Preparing for waterfront development for residential (cottage lot) and commercial (high-end resorts, lodges, hospitality services, etc) developments
- Influencing the scale and character of commercial districts in Atikokan's downtown and along MacKenzie and Front Street
- Exploring the feasibility of constructing a western entrance and the associated impact development of tourism-related and hospitality services along the new highway may have
- Coalescing provincial (MTO, MNR), private (forest companies), and municipal planning interests to address resource uses in the Atikokan area.

From this work, a site selection services guide should be created. This guide will identify and promote sites with favourable development prospects in accordance with Atikokan's Official Community Plan. It will be offered to businesses interested in relocating to the Atikokan area.

With an emphasis on planning, the Township of Atikokan ought to be in a better position to plan for its future infrastructure and service needs.

### **6) Encourage Tourism-Related Businesses to Start-Up, Expand, or Relocate**

With recreational developments along Highway 11, Highway 622 and around the former mining site/ Charlson Pits, Atikokan's business community has the potential to offer services and rentals targeted to unguided users and "soft adventure seekers". These individuals may prefer to lease equipment, rather than purchase it. A cluster of tourism-related businesses ought to be encouraged to form and grow. The development of a dynamic business community focused on catering to recreationists is critically important if Atikokan is going to credibly portray itself as an outdoor recreation destination.

To achieve this goal:

- 1) A list of products, services and enterprises currently devoid in Atikokan needs to be drawn up. Over saturated markets within Atikokan should also be identified, to ensure new developments do not occur in those areas.
- 2) Action should be taken to actively minimize the service/product/business "gaps" identified. This might be done by holding business development seminars where existing entrepreneurs would be introduced to products/services outdoor enthusiasts that enjoy; recruitment packages might be sent to existing small manufacturers of outdoor adventure products and equipment; tax incentives might be introduced to entice small manufacturers to relocate to Atikokan, etc.

The same process should occur if Atikokan wishes to develop its arts/culture community by offering products and services desired by artists who live and visit the area.

### **7) Package Atikokan as a Centre for Outdoor Recreation Pursuits**

Rather than marketing Atikokan as a destination, promote the community's outdoor adventure experiences. Experiences, above individual businesses, ought to be promoted. This can be achieved through collaboration. Tourism-related businesses ought to pool their marketing dollars and package their 'experiences'.

### **8) Invest in Marketing**

The entire third arm of the community's outdoor recreation destination development strategy entails marketing, promoting, and positioning. To implement this tenet of the strategy, money must be invested in the creation of professional marketing literature. A community website must be created. A promotional logo and colour scheme must be developed. Professional brochures, service guides, trade show displays, videos, etc must be drafted. Promotional events, such as Bass Classic, CanoeFest, and Adventure Race, must be advertised regionally, provincially, nationally, and internationally. None of this can be achieved on a shoestring budget, nor can volunteers or amateurs put together an effective marketing campaign for the community. If Atikokan is to be promoted as an outdoor recreation destination, then a significant monetary investment must be made. Implementing a "bed" tax is one mechanism for creating a sustainable marketing fund.

## **Tourism Committee**

### **Purpose**

Direct and oversee implementation of the community's three-fold tourism development strategy.

### **Structure**

This committee should report directly to Council. Ideally, it should have representatives from each of the three tourism development sectors:

- 1) Regional Development
  - Representative for people who enjoy self-propelled recreation activities (X-ski, downhill skiing, canoe club, etc)
  - Representative for people who enjoy motorized sports (Sno Ho; Motocross)
  - Sportsman Conservation Club representative
- 2) Township Development
  - Museum/library representative
  - AEDC representative
  - Arts Centre representative
  - Beautification representative (DARC, Tracks to Town, Horticultural Society)
- 3) Promotion & Marketing
  - Chamber of Commerce representative

- Annual Event/Festival representative (CanoeFest, Bass Classic, Adventure Race, etc)

As well, two representatives from Council shall be appointed to this committee.

The Tourism Developer will serve as the committee's staff person.

## **Tourism Developer**

### **Overview**

This Township employee, shall oversee and drive the implementation of the community's three-fold tourism development strategy. Working in conjunction with the Township's Tourism Advisory Committee, the Tourism Developer will establish an action plan. The plan will describe actions that need to be taken to transform the community's threefold tourism strategy from vision to reality. It will identify and prioritize projects/strategies to be undertaken. Each project or strategy will be accompanied by a realistic, measurable set of goals and objectives.

The tourism developer will be delegated the responsibility of coordinating, overseeing, and/or implementing prioritized projects/strategies. The action plan will be annually evaluated by measuring the plan's targets against the community's realized accomplishments. On an annual basis, the action plan will be revised to reflect changes to the community's tourism development strategy and new projects/strategies/approaches taken to implement the vision.

### **Purpose**

To implement the community's three-fold tourism development strategy.

### **Primary Duty**

Working in conjunction with the Tourism Advisory Committee, the Tourism Developer will be the lead author and informant of the annual action plan. The plan will prioritize projects/initiatives/strategies employed to implement the three-fold strategy to position Atikokan as a centre for outdoor recreation pursuits. The plan will also briefly describe objectives, measurable goals, and actions to be taken to bring each project/strategy in to fruition. The Tourism Developer will be responsible for overseeing the implementation of the action plan, and its components. The Developer will also evaluate and revise the action plan on an annual basis.

### **Skills Required**

The Tourism Developer's skills must coincide with the skills required to effectively implement high priority projects. Prior to hiring a Developer, it would be advantageous to address the projects anticipated to be included in the action plan. High priority projects that the Developer will likely be involved in include:

- Coordinating the implementation of the Recreation Corridor's master plan
- Working with consulting firm to create a master plan for motorized sport staging grounds

- Preparing land for tourism development
- Actively recruit tourism-related businesses
- Devising and implement strategy for consistently packaging and promoting Atikokan
- Devising and implement strategy for generating financial resources to promote Atikokan
- Designing promotional material

Depending on which projects the Tourism Advisory Committee deem high priority, the skill set of the ideal Tourism Developer will vary.

If promotion/marketing is important, then the Developer should be:

- Graphic Designer (to design logo, website, professional brochures, etc)
- Marketer (experienced in creating marketing plans/strategies)

The Developer will not be an event organizer or coordinator.

If regional and townsite development is important, then the Developer should be:

- Planner/Surveyor/Geographer (prepare land for development)

Irrespective of whether promotion is deemed more important than development or vice versa, the Developer must possess impeccable managerial and facilitation skills (interpersonal skills and written and oral communication skills) as well as have profound understanding of economic development processes pertaining to tourism development.

#### Implicit Responsibilities

Note: This refers to tasks and responsibilities that are expected of the Tourism Developer, but not central to the fulfilment of the Developer's mandate: to implement the community's tourism strategy.

The Tourism Developer should:

- Be aware of tourism facilities, events, services, etc offered throughout the Atikokan area
- Be knowledgeable of grant programs and agencies pertaining to tourism enhancement
- Collaborate with tourism-related stakeholders and community groups to ensure the tourism strategy is being implemented and action plan adhered to
- Provide quarterly progress reports to the Tourism Advisory Committee
- Serve as the Tourism Advisory Committee's representative
- Develop a working relationship with regional, provincial, and federal tourism agencies, organizations, groups, etc