



**SIoux LOOKOUT**  
Hub of the North

# Municipality of Sioux Lookout



## 2020-2025 Strategic Plan

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## MESSAGE FROM THE MAYOR

On behalf of the Council of the Municipality of Sioux Lookout it is my pleasure to provide an introduction to our Municipal Strategic Plan for 2020 to 2025.

The Strategic Plan has been prepared based on significant community engagement and input: an on-line survey of residents, a series of focus groups with community and business groups, a town hall meeting for residents, and personal interviews. Council considered all this information as well as input from staff as we met and mixed in our own visions for our community. We believe the result is a Strategic Plan that is realistic and aspirational in recognizing both our opportunities and challenges.

While it is clear that opportunities abound for Sioux Lookout, it is also evident that we face significant challenges.

Many of these were identified by residents during the community engagements to prepare this plan. Although our challenges can seem unique to Sioux Lookout, a national scan shows our challenges are evident to a greater or lesser extent in many municipalities across our country. The Municipal Strategic Plan recognizes the importance of working with other agencies, municipalities, and different levels of government to address the challenges we face. In doing so we will also be creating opportunities.

Through the process of developing this Strategic Plan with community members and Council, there were certainly differences in opinions on community priorities and approaches on how best to address our challenges and take advantage of our opportunities. No matter the differences it is clear that we all share the desire to make Sioux Lookout a better place to live, work, and visit. To that end, Council was united in its belief that it is important to celebrate our cultural diversity and continue to find ways to work with others to ensure the health, happiness and prosperity of all our residents. Council has identified five strategic priorities for our community: Innovation & Development, Community Wellness, Regional Collaboration, Community Engagement, and Operational Excellence. These are presented in the following pages and we look forward to engaging with you as we move forward with our 2020 – 2025 Sioux Lookout Strategic Plan.



## ABOUT SIOUX LOOKOUT

Sioux Lookout, “Hub of the North”, located halfway between Thunder Bay and Winnipeg, north of the Trans-Canada Highway, sits nestled on the lakeshores of Pelican, Abram and Lac Seul with the rugged Canadian Shield as our backdrop.

Our Municipality, comprised of 5,600 residents and covering 536 square kilometers, connects 30 remote northern communities to healthcare and essential services. With the busiest airport in northern Ontario and a major VIA Rail stop, our central location connects over 30,000 northern Ontarians in our surrounding communities to our state-of-the-art hospital, robust social services as well as the rest of Canada.



Here in sunset country, as our area is also known, we embrace community, diversity and our beautiful outdoors, Ontario's north preserved from an earlier time. Sioux Lookout is special, not only because of what we have, but because our community forms deep connections between places and people, truly making us the Hub of the North.

## OUR HISTORY

The rich history of life here began over 5,000 years ago when this land was Ojibway territory. Our name Sioux Lookout comes from this area's use as a strategic vantage point where guards could see far away canoes approaching on the English River system and is rooted in the legend of a battle between the Ojibway and Sioux First Nations.

The Town of Sioux Lookout was incorporated in 1912 when it was connected to the rest of Ontario via the railway. It went from being a railway terminal point in the early 1900s to a gold and iron mining town as well as a leading aviation centre. From the 1950s until 1987, the Pinetree Radar Base was a key employer. Since then, Sioux Lookout has become a hub of natural resources, health care and social services, government services, professional services, transportation services, and tourism in Ontario's north.

## OUR PEOPLE

The people who live here are diverse, vibrant and progressive. We embrace new technologies, our rich natural resources and we provide advanced health and social services to all members of our community. We have close connections with our neighbouring First Nations communities and work together to strengthen our economy and quality of life.



## VISION, MISSION & STRATEGIC PRIORITIES

### VISION

*A vibrant community where diversity, nature and compassion drive our prosperity*

### MISSION

*Fostering growth and healthy living while celebrating our cultural diversity*



## STRATEGIC PRIORITIES

**Community Innovation  
& Development**

*Proactively invest in our community to encourage growth and enhance our quality of life*

**Community  
Wellness**

*Strive to make our community a healthy and safe place to live for all of our residents*

**Regional  
Collaboration**

*Collaborate with other groups to address the opportunities and challenges we share*

**Community  
Engagement**

*Engage with our residents and local businesses and encourage their participation in Municipal affairs*

**Operational  
Excellence**

*Strive for operational excellence through open communication, sound fiscal management & exceptional customer service*



## Community Innovation & Development

***Proactively invest in our community to encourage growth and enhance our quality of life***



Goals:	Actions:
Provide infrastructure and housing to meet the needs of our community, now and as it grows	<ul style="list-style-type: none"> <li>• Ensure that our assets are sustainable and that they will meet our long term needs</li> <li>• Use municipal best practices to identify innovative approaches to managing our infrastructure</li> <li>• Ensure that our transportation infrastructure allows people to get around safely and efficiently</li> <li>• Encourage an increase in the housing available in Sioux Lookout to meet our current and future needs</li> </ul>
Collaborate with community partners to foster growth and economic development	<ul style="list-style-type: none"> <li>• Work proactively with local and regional economic development groups to advance our community's best interests</li> <li>• Support local efforts to improve Sioux Lookout as a place to do business</li> <li>• Work with local partners to promote and encourage tourism</li> <li>• Support public transportation to make it available and useful to as many of our residents as possible</li> </ul>
Enable community growth through innovative, proactive planning	<ul style="list-style-type: none"> <li>• Ensure that the Municipality's planning policies and practices are appropriate to address current needs and accommodate future growth</li> <li>• Work to secure sufficient commercial property to attract businesses to Sioux Lookout</li> <li>• Minimize regulatory obstacles to development while ensuring appropriate processes are followed</li> <li>• Develop programs and policies that encourage new businesses to move to Sioux Lookout and existing ones to stay here</li> </ul>
Strengthen and enhance Sioux Lookout's status as "Hub of the North"	<ul style="list-style-type: none"> <li>• Ensure YXL remains the #1 airport in our area</li> <li>• Collaborate with the hospital to maintain a strong working relationship</li> <li>• Consider the implications for Indigenous people of any Municipal policies</li> <li>• Recognize that addressing our social issues enhances Sioux Lookout's status as "Hub of the North"</li> </ul>

# Community Wellness

***Strive to make our community a healthy and safe place to live for all of our residents***



Goals:	Actions:
Maximize and enhance our natural assets and facilities to encourage physical activity	<ul style="list-style-type: none"> <li>● Collaborate with community partners to maintain and enhance our network of parks, trails and active transportation options</li> <li>● Work with partners to create and maintain facilities that our residents can use for healthy activities</li> </ul>
Foster programs that create a vibrant community and encourage lifelong healthy living	<ul style="list-style-type: none"> <li>● Create a vibrant and healthy community through recreation, events, arts and culture</li> <li>● Partner with community groups to promote active, healthy living</li> <li>● Support local health services in Sioux Lookout</li> <li>● Collaborate with community groups to enhance their work delivering programs that improve the lives of all residents</li> </ul>
Work with others to ensure that appropriate services are available to residents who need help	<ul style="list-style-type: none"> <li>● Work with local agencies to monitor the wellness and safety of our residents to better understand their needs</li> <li>● Keep the public informed of community wellness and safety issues and initiatives</li> <li>● Collaborate with regional agencies to address community challenges</li> </ul>
Work to ensure that our community is a safe place to live	<ul style="list-style-type: none"> <li>● Work with regional and local partners to ensure the health and safety of our residents.</li> <li>● Work with local groups to engage other orders of government and make the case for additional services and resources</li> <li>● Encourage collaboration between the social agencies and community groups to deal with challenging social issues</li> </ul>

# Regional Collaboration

***Collaborate with other groups to address the opportunities and challenges we share***



Goals:	Actions:
Use our community's existing assets to enhance collaborations	<ul style="list-style-type: none"> <li>● Monitor, encourage and support local health services in Sioux Lookout</li> <li>● Enhance the Municipality's relationship with local and regional health agencies</li> </ul>
Collaborate with First Nations to advance our shared interests	<ul style="list-style-type: none"> <li>● Work with First Nations partners to expand the Friendship Accord</li> <li>● Identify and pursue projects where Sioux Lookout collaborates with First Nations partners to solve the challenges we share</li> </ul>
Work with other groups to promote municipal and regional interests	<ul style="list-style-type: none"> <li>● Participate in regional groups to advance our shared interests</li> <li>● Work with other regional partners to identify and address the challenges we share such as addiction, mental health, housing, etc.</li> <li>● Lobby other levels of government to help with the unique challenges of our community</li> </ul>
Collaborate with regional partners to foster economic development	<ul style="list-style-type: none"> <li>● Focus on collaborations that foster and encourage economic development, with a particular emphasis on:                             <ul style="list-style-type: none"> <li>○ Creating an environment in which businesses can thrive (open, stay, grow) in Sioux Lookout</li> <li>○ Creating affordable housing</li> <li>○ Facilitating the transportation of goods and services</li> <li>○ Improving our road network and other infrastructure assets</li> </ul> </li> </ul>

# Community Engagement

***Engage with our residents and local businesses and encourage their participation in Municipal affairs***



Goals:	Actions:
Share relevant information regularly about key issues and Municipal initiatives	<ul style="list-style-type: none"> <li>● Maintain and regularly update our website to provide easy access to information about Municipal affairs</li> <li>● Make it easy to access information about Municipal policies, decisions and initiatives</li> <li>● Update and implement a communication strategy to ensure frequent, informative, user friendly communication with the public</li> <li>● Develop and maintain a social media policy to ensure that social media is used effectively to connect with residents</li> </ul>
Encourage our residents and local organizations to provide input to Municipal decision making	<ul style="list-style-type: none"> <li>● Make stakeholder engagement a key component of the Municipality's communications strategy</li> </ul>
Reach out to stakeholders to better understand their needs and priorities	<ul style="list-style-type: none"> <li>● Proactively seek customer feedback to assess satisfaction and obtain ideas to improve services</li> <li>● Reach out to stakeholders regularly and in a variety of ways to understand their needs</li> <li>● Make it as convenient as possible for stakeholders to provide their input</li> </ul>
Encourage members of our community to volunteer, and recognize those who do	<ul style="list-style-type: none"> <li>● Highlight volunteerism in Sioux Lookout's communication strategy</li> <li>● Develop and maintain a program to recognize outstanding volunteer contributions by our citizens</li> <li>● Work with local organizations to encourage our citizens to volunteer their time in areas where volunteers are needed</li> </ul>

# Operational Excellence

***Strive for operational excellence through open communication, sound fiscal management and exceptional customer service***



Goals:	Actions:
Ensure that we are making the most of our human resources and that Municipal staff are able to do their work effectively	<ul style="list-style-type: none"> <li>● Assess Municipal finances on an ongoing basis, compile statistics and communicate them clearly</li> <li>● Maintain long-term financial plans that ensure the sustainability of the Municipality's finances</li> <li>● Promote Sioux Lookout to attract investment and increase commercial tax base</li> <li>● Find operational efficiencies and new revenue sources</li> </ul>
Strive to provide exceptional customer service to all of our stakeholders	<ul style="list-style-type: none"> <li>● Establish and maintain employee individual development plans</li> <li>● Develop and utilize succession plans for key roles</li> <li>● Focus on employee collaboration, acknowledgement and wellness</li> <li>● Continue to allocate appropriate resources towards training opportunities for employees</li> <li>● Equip staff with technology to maximize data driven analysis</li> </ul>
Provide transparent governance	<ul style="list-style-type: none"> <li>● Proactively seek customer feedback to assess satisfaction and obtain ideas to improve services</li> <li>● Ensure that the Municipality's organizational structure and staffing levels are appropriate to meet growing needs</li> <li>● Use technology to improve access to Municipal services</li> </ul>
Act as stewards of our environment	<ul style="list-style-type: none"> <li>● Include consideration of the environment in Municipal decision making</li> <li>● Investigate green technology options when assessing capital projects</li> <li>● Develop plans and strategies to reduce Municipal waste</li> </ul>

# How we will use this Strategic Plan

## Implementation

The Municipal Strategic Plan is a living document. The Plan will provide a framework for decision-making. It will be integrated into all Municipal activities through the development of annual Departmental Work Plans, that will identify strategic initiatives aligned with the Strategic Plan.

## Operational Plan

The Municipality of Sioux Lookout's Senior Management Team will annually develop a Corporate Operational Plan (from which the Departmental Plans will flow). This plan will be brought to Council for endorsement and will form the basis for annual progress reports to the community.

The Vision, Mission and Strategic Priorities identified in this Strategic Plan will be integrated into the Municipality's organizational structure and policy framework. To that end, other Municipal plans will need to demonstrate alignment with this Strategic Plan. Further, all staff reports to Council will demonstrate alignment with the Strategic Plan and refer to the specific goals and objectives achieved.

## How do all the Municipality's plans work together?

Where do we get our direction from?

- Community
- Council
- Corporate

Multiple stakeholders provide input; much of which is captured in the Municipality of Sioux Lookout's Strategic Plan.

How do we deliver the direction over the long term?

- Various incremental plans and strategies

Examples: Official Plan, Cultural Plan, Asset Management Plan, Economic Development Strategy & Growth Plan. Service and program delivery is ongoing, and is based on service levels determined by Council.



What actions need to be taken in the next few years?

- Annual Operational Plan
- Annual Departmental Work Plans

How do we fund and execute our plans?

- Annual budgeting and service/program delivery

Money and people are required to implement our plans and deliver day-to-day programs and services.

