

2015-2018

Municipality of Sioux Lookout Strategic Plan



Mayor and Council and Staff
Municipality of Sioux Lookout
September 2015

INTRODUCTION

This Draft Strategic Plan for the Municipality of Sioux Lookout has been developed collaboratively by the Municipal Council and staff to guide planning and actions for the 2014 to 2018 term of Council.

We are now seeking public comment on our Draft Strategic Plan. By reaching out to the community, we will share the Draft Plan and receive input so that we can finalize the Strategic Plan.

We have worked hard and considered many factors in the preparation of this Draft Strategic Plan with the associated directions and initiatives. We believe it responds to the current situation in our community, accounts for diverse community requirements, and presents a vision for 2018 on core values developed from shared beliefs. Your participation is crucial to this process.

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MESSAGE FROM THE MAYOR

Sioux Lookout, Ontario, the “Hub of the North”

Sioux Lookout is a modern community providing essential services to Municipal residents and as the “Hub of the North” to surrounding communities. During recent years of turbulent global economic conditions Sioux Lookout has experienced relative economic stability and continued growth. This stability comes largely from our position as a service hub for northern communities, but also from a diverse economy that includes: forestry, railroad, tourism, professional sectors, air transportation, retail, bulk fuel supply and delivery, construction and material supply, hotels, restaurants, government services, health care, social services, and First Nation’s agencies.

Sioux Lookout has a unique and privileged position as a service hub for twenty-nine First Nations and the 30,000 people who live in those communities. The Meno Ya Win Health Centre, our largest employer (425 people), provides service to the northern communities and the Municipality. Current initiatives related to health care, transportation, and education are only made possible due to our vital relationship with the northern First Nations and surrounding communities we serve. The Municipal Airport with over 120,000 passenger movements per year continues to grow. Through our Friendship Accord with area First Nations we recognize the importance of their role and are committed to strengthening our relationships with First Nations governments and people in and around the Sioux Lookout area.

Sioux Lookout Council has worked collaboratively to develop this Strategic Plan for the 2014 to 2018 term of Council. We have recognized our shared beliefs and established that our core values as: **respect, collaboration, trustworthiness, and accountability**. These values will be central in our decision making and actions. Our Mission Statement aligns with our core values and acknowledges what our primary purpose is, who we serve, and how we serve: **To provide municipal services to our citizens and to become a more prosperous, attractive, inclusive, and sustainable community**. Council intends to initiate and support more cross-cultural community initiatives and increase community engagement and pride through activities, dialogue, and celebrations. Building on our core values and mission, we have developed our Vision Statement for 2018: **Through innovative leadership we engage our diverse population to create a caring, prosperous place to live, invest, and be a desirable destination for regional services and tourism.**

A handwritten signature in blue ink, which appears to read "Doug Lawrance". The signature is fluid and cursive, written on a white background.

Mayor Doug Lawrance
Municipality of Sioux Lookout

MESSAGE FROM THE CAO

Striving to make Sioux Lookout and region a great area ... for generations to come!

As the Chief Administrative Officer (CAO), I am responsible for leading the Municipal administration, and providing guidance and advice to Council on the Municipality's fiscal, organizational, and service goals and challenges. The CAO's office is also home to the coordination of Strategic and Corporate Initiatives, responsible for research and development of corporate policy, strategic and corporate planning, corporate communications, special projects, and coordination of interdepartmental projects and initiatives.

I am honoured to work with a progressive Mayor and Council, alongside a very dedicated and talented staff. As a resident of Sioux Lookout, I am inspired to share with you our successes on the road to building this great community. There are many opportunities to seize and we envision a vibrant region now and into the future.

As we move forward, public engagement will be a key priority. Achieving our vision is dependent on staff working collaboratively with Council, other levels of government, community partners, and you. It is my pleasure to invite you to provide us with feedback about our service; it helps us monitor our performance and improve.

I am proud to live and work here leading a team of over 90 employees who strive to make Sioux Lookout and region a great area... for generations to come!



Ann Mitchell, Chief Administrative Officer
Municipality of Sioux Lookout



VALUES

We will be guided by our commitment to a culture of integrity, inclusiveness, participation and respect for all individuals and the environment.

MISSION

To provide municipal services to our citizens and to become a more attractive, prosperous, inclusive, sustainable and healthy community.

VISION

Through innovative leadership we engage our diverse population to create a caring, prosperous place to live, invest and be a desirable destination for regional services and tourism.

OVERVIEW OF STRATEGIC DIRECTIONS FOR 2014-2018

1

COMMUNITY DEVELOPMENT

The Municipality will continue improving our quality of life by recognizing our strong sense of community, our recreation, health and educational resources, our wealth of natural resources, and our cultural diversity. With a focus on investing inward to attract outward, we will track our community growth and strive to provide a range of affordable housing, daycare spaces, parks, trails and shopping alternatives. People wanting lifestyle options and a safe environment will be attracted to our Municipality as a great place to live, work and play.

2

COMMUNITY ENGAGEMENT

The Municipality will support and encourage continuing input from our citizens and committees. Through forums, celebrations and cross cultural exchanges we will engage the community. We will dialogue with youth. Our goal is to build awareness of the Municipality's long term revitalization needs and plans.

3

REGIONAL COMPETITIVENESS

The economy of the Municipality will diversify by focusing on;

- **Our strength as a hub for First Nations communities**
- **Support for entrepreneurship**
- **Creation of attractive investment policies**
- **Development of institutional partnerships**
- **Focus on commercial areas**

We will actively market our community so that we are seen as a vibrant commercial hub and a destination which attracts and retains diverse business, skilled workers and new families.

4

INFRASTRUCTURE CHALLENGES

Our infrastructure support systems such as the water and sewer lines, sidewalks, roads and storm drainages are critical to maintaining our quality of life.

The Municipality will develop and implement a revitalization strategy to repair and replace our aging infrastructure and fill the gaps needed to ensure our community continues to flourish.

1. COMMUNITY DEVELOPMENT

The Municipality will continue improving our quality of life by recognizing our strong sense of community, our recreation, health and educational resources, our wealth of natural resources, and our cultural diversity. With a focus on investing inward to attract outward, we will track our community growth and strive to provide a range of affordable housing, daycare spaces, parks, trails and shopping alternatives. People wanting lifestyle options and a safe environment will be attracted to our Municipality as a great place to live, work and play.

What We Are Striving For

- Increase in the availability and affordability of housing across all sectors
- Upgrade recreation facilities and increase opportunities for youth, elders and families
- Enhance and strengthen arts and culture sectors
- Develop commercial investment-friendly policies and opportunities
- Optimize funding for the Municipality
- Collaborate with social service agencies to improve quality of life for everyone
- Reduce policing costs
- Address concerns for available daycare space
- Reach out to community groups to optimize involvement
- Consider impacts to local ecosystems, green spaces and sensitive habitats as growth occurs

Our Action List

- Set up a Council working group to assess housing needs
- Revisit site planning requirements
- Develop an affordable housing plan
- Meet with developers and social housing agencies to determine needs and investment interests
- Research community population statistics
- Assess commercial and employment needs with employers/business owners
- Dialogue with health/education organizations to assess future investments
- Explore public/private partnerships
- Investigate and lobby for alternative funding
- Engage and network with community groups
- Continue to lobby our government partners and work with community groups.

- Support sustainable resource development opportunities

How We Measure Success

- Community Development Plans are implemented, which include results from Population, Local Needs & Interests Survey
- Increased housing options are available, as a result of completion of subdivisions and other investments
- Community Development Plans balance arts, culture and sports' service provision and supports economic prosperity and quality of life
- Social service agencies/institutions and the Municipality share a common vision and coordinate to improve quality of life
- Reduced policing costs
- Council approves a financing strategy to support community development plans
- Community competitiveness measures help indicate success

2. COMMUNITY ENGAGEMENT

The Municipality will support and encourage continuing input from our citizens and committees. Through forums, celebrations and cross cultural exchanges we will engage the community. We will dialogue with youth. Our goal is to build awareness of the Municipality's long term revitalization needs and plans.

What We Are Striving For

- Foster increased community engagement between Council/Municipality and citizens/groups to optimize communication and synergies
- Increase engagement of First Nations Municipal residents in civic affairs
- Increase dialogue with First Nations neighbours to foster cross cultural dialogue amongst diverse groups
- Increase engagement with youth and encourage community involvement and contributions to our community by youth

Our Action List

- Review existing committee structures, invite participants and propose new committees as required
- Develop a strategy to increase frequency for outreach activities in the community
- Host semi-annual Town Hall meetings
- Explore a variety of public engagement alternatives and create a strategy to increase frequency for outreach activities in the community
- Identify local key stakeholder groups and determine the potential for a relationship with Council
- Work with Friendship Accord, Four-Party Hospital Services Agreement and other stakeholders to enhance relationship with First Nation neighbours
- Gain a deeper understanding of the levels of youth participation and tools to engage this population

How We Measure Success

- Committee structures are in place, approved and are active in providing advice and guidance to Council
- Annual Enhanced Community Engagement Plans are developed, approved and implemented.
- Annual reporting on engagement initiatives indicates that residents and stakeholders are taking advantage of public engagement options for involvement in civic affairs
- Meaningful engagement between First Nations neighbours and Municipality is ongoing
- Youth Engagement Framework is implemented, which informs, consults, involves, collaborates and empowers youth

3. REGIONAL COMPETITIVENESS

The economy of the Municipality will diversify by focusing on:

- Our strength as a hub for First Nations communities
- Support for entrepreneurship
- Creation of attractive investment policies
- Development of institutional partnerships
- Focus on commercial areas

We will actively market our community so that we are seen as a vibrant commercial hub and a destination which attracts and retains diverse business, skilled workers and new families.

What We Are Striving For

- Enhance and maintain regional competitiveness
- Develop marketing strategies to attract and retain businesses and workers

Our Action List

- Undertake growth plan
- Conduct regional/local cost of living analysis and incorporate into marketing strategy
- Continue to promote airport expansion and growth opportunities
- Actively network throughout the region to gain competitive knowledge and promote local business opportunities
- Continue Community Development discussions with Friendship Accord Partners
- Develop a Municipal marketing strategy and tools including social media
- Acquire positive recognition as a multicultural and model community

How We Measure Success

- Collaborative activities have increased
- Municipality and Chamber of Commerce are engaged in joint strategies
- Growth Plan is approved and implemented
- Marketing Plan is implemented, which includes identified competitive strengths and opportunities
- Council and citizens are aware of regional/national cost of living status compared to other communities
- Joint marketing strategies are implemented and are successful in creating awareness (demonstrated by increase in investor queries & success)
- Increased activity with identified economic partners

4. INFRASTRUCTURE CHALLENGES

Our infrastructure support systems such as the water and sewer lines, sidewalks, roads and storm drainages are critical to maintaining our quality of life. The Municipality will develop and implement a revitalization strategy to repair and replace our aging infrastructure and fill the gaps needed to ensure our community continues to flourish.

What We Are Striving For

- Address infrastructure deficit and redevelopment in conjunction with Asset Management Plan
- Create public awareness and understanding of infrastructure issues
- Review requirement for potential infrastructure adaptations for climate change
- Protect and preserve local area ecosystems and sensitive habitats as growth occurs
- Address public perception of inequity with respect to rural vs urban service-provision

Our Action List

- Develop policies related to infrastructure that will ensure protection of the environment
- Determine and implement short and long term infrastructure improvement objectives, priorities
- Develop and implement tools to inform the public of infrastructure needs
- Inform the public on Phase 2 of the Asset Management Plan
- Pursue funding to develop plans to conduct underground and visible surface work
- Investigate perceived service inequity between urban and rural residents
Review long-term Municipal debt strategies for infrastructure

How We Measure Success

- A Sustainable Infrastructure Plan is developed and aligned with Strategic Plan
- Financing Strategy is developed, approved and implemented by Council to support infrastructure development plans
- Citizens are informed about infrastructure needs and Phase 2 of the Asset Management Plan via the use of various media tools
- Service inequities are investigated, addressed and communicated