

MUNICIPALITY OF SIOUX LOOKOUT

Strategic Plan

| 2026-2031

December 2025

An aerial photograph of a wide river flowing through a vast, dense forest. The river is dark and reflects the surrounding greenery. The forest is composed of many tall, thin trees, likely evergreens, with a thick canopy. The sky is not visible, as the forest extends to the horizon.

Introduction

This strategic plan reflects our shared commitment to shaping a strong, sustainable, and vibrant future for our town. Grounded in community values, informed by public voices, and focused on long-term resilience, this plan lays out a clear roadmap for action. It is not just a set of goals—it is a reflection of who we are, where we want to go, and how we will work together to get there.

“The best way to predict the future is to create it.”

–Peter Drucker

Land Acknowledgement



We respectfully acknowledge that Sioux Lookout is situated on the traditional territory of the Lac Seul First Nation within Treaty 3. We also recognize that many of the people and communities we serve come from the surrounding Treaty 5 and Treaty 9 areas. This land, traditionally known as Waaninaawagaang, meaning “Bay of Sandy Beaches,” holds deep significance for generations of Indigenous Peoples who have lived, gathered, and cared for this region since time immemorial.

As we undertake this Strategic Plan, we do so with a commitment to honour these relationships and reflect the values, perspectives, and priorities of all communities who call this place home.

Engagement Objectives

To support the development of the 2026–2031 Strategic Plan, a range of engagement activities were carried out to ensure broad participation and meaningful input from residents and stakeholders:

- **Broad input tools:** Accessible online polls and surveys were used to capture perspectives on housing, infrastructure, and other community priorities.
- **Visioning exercises:** Interactive activities such as “postcards from the future” invited participants to creatively imagine what Sioux Lookout could look like 10–20 years from now.
- **Priority-setting ballots:** Residents were given the opportunity to identify the most pressing needs and preferred directions for action through ballot-based exercises.
- **Focused discussions:** A series of small group sessions and focus groups created space for deeper dialogue, ensuring diverse voices and lived experiences informed the process.

Together, these activities provided a well-rounded understanding of community priorities and aspirations, creating a strong foundation for the 2026–2031 Strategic Plan.



Engagement Activities & Participants



Vision & Mission



OUR VISION

Where nature meets lifestyle—
a resilient, welcoming small-
town destination where
everyone belongs.



OUR MISSION

Collaborating to build a safe,
inclusive, and thriving
community rooted in wellness
and cultural richness.



Values

Inclusivity

- ✓ We foster an inclusive and unified community by engaging diverse voices across all neighbourhoods—from Alcona to Hudson—removing barriers to participation, and ensuring all residents feel welcome, heard, and represented.

Communication

- ✓ We prioritize open, honest, and timely communication—both with the public and internally—ensuring staff and stakeholders are informed, aligned, and engaged.

Collaboration

- ✓ We work together across departments, sectors, and communities with mutual respect and shared accountability to achieve better outcomes.

Reconciliation

- ✓ We are committed to truth, respect, and relationship-building with Indigenous partners, recognizing the importance of reconciliation in our daily work and future planning.

Integrity

- ✓ We operate with transparency and accountability, sharing information and decisions clearly and consistently to build public trust.

Sustainability

- ✓ We plan and act with the future in mind—protecting our environment, supporting healthy living, and managing resources responsibly to sustain our community and economy for generations to come.

Fiscal Responsibility

- ✓ We manage public funds wisely, ensuring that investments are strategic, efficient, and aligned with community values and priorities.

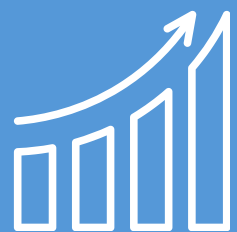
Risk Resilience

- ✓ We embrace uncertainty with preparedness, adaptability, and courage. We learn from setbacks and navigate challenges with a long-term perspective and steady resolve.



Strategic Goals

Resilient
Growth



Community
Safety &
Preparedness



Connected &
Inclusive
Community



Vibrant &
Welcoming
Spaces



Service
Excellence



Align infrastructure, land use, and asset management to support sustainable growth, strengthen the tax base, and ensure long-term financial and service stability.

1.1 Advance Asset
Management Practices

1.2 Integrate Climate
Resilience

1.3 Modernize and Maintain
Infrastructure

1.4 Align Investment with
Growth Priorities

1.5 Foster
Interdepartmental
Coordination & Integration

1.6 Strengthen Local
Business Capacity and
Attract New Investment

Enhance community safety and resilience by addressing risks from man-made and natural hazards, and responding proactively through coordinated planning, partnerships, and adaptive services.

2.1 Natural Hazard
Mitigation and Risk
Management

2.2 Emergency
Preparedness and
Response Planning

2.3 Adaptive Service
Delivery for Social
Challenges

Foster an inclusive, and culturally vibrant community by supporting wellness initiatives, advancing reconciliation through respectful relationships, and ensuring all residents feel a strong sense of belonging, connection and trust.

3.1 Advance Reconciliation
and Indigenous
Partnerships

3.2 Promote Mental and
Physical Wellness

3.3 Foster Belonging and
Inclusion

3.4 Foster Trust and
Transparency through
Open Communication

Cultivate a vibrant, active community by investing in recreation, culture, public spaces, and maintaining well-kept, welcoming environments that improve quality of life, attract visitors, and support year-round tourism opportunities.

4.1 Invest in Recreation
Infrastructure

4.2 Celebrate Culture and
Heritage to Support
Ecotourism and Tourism

4.3 Enhance Public Spaces
and Beautification

4.4 Promote Year-Round
Tourism

Strengthen governance and accountability by fostering a culture of continuous improvement, streamlining processes, and delivering high-quality, customer-focused services that enhance efficiency and uphold public trust.

5.1 Continuous Process
Improvement

5.2 Customer-Centered
Service Delivery

5.3 Data-Driven Decision
Making

5.4 Technology Integration

5.5 Employee Engagement
and Development

Goal 1: Resilient Growth

Strategy 1.1 Advance Asset Management Practices:

Expand asset inventories, condition assessments, and data systems to support evidence-based decision-making and long-term financial sustainability.

Lead Department:
Finance

	Plan Element Description	Target year	Lead Department/Division
1.1.1	Expand and Maintain Asset Inventories Update and maintain a comprehensive inventory of all municipal assets—including buildings, roads, parks, and underground infrastructure—with key attributes such as age, size, location, and replacement value.	2027	Finance
1.1.2	Develop Lifecycle, Risk, and Replacement Plans for Core Assets Ensure all core municipal assets have up-to-date lifecycle, risk, and replacement plans in place by Q4 2026 to guide sustainable long-term infrastructure investment and maintenance.	2027	Finance
1.1.3	Finalize and Adopt the Updated Asset Management Plan Complete the updated Asset Management Plan and bring it forward for Council approval to align long-term infrastructure planning with legislative requirements and strategic priorities.	2026	Finance
1.1.4	Provide Training on Asset Management Best Practices Deliver staff training on asset lifecycle costing, risk evaluation, and replacement planning to build internal capacity and support consistent application of asset management principles.	2031	Finance
1.1.5	Develop an Investment Strategy for Municipal Assets Create an investment strategy that leverages lifecycle costing, revenue generation opportunities, and alignment with community priorities to optimize municipal assets and ensure long-term financial sustainability.	2029	Finance

Target year indicates when full implementation is expected

Strategy 1.2 Integrate Climate Resilience:

Incorporate climate adaptation and mitigation considerations into capital planning, building standards, and infrastructure investments.

Lead Department:
Development Services

	Plan Element Description	Target year	Lead Department/Division
1.2.1	Screen Capital Projects for Climate Resilience Impacts Develop a simple checklist or tool to assess climate impacts (e.g., flood risk, energy demand) during project scoping and prioritization.	2027	Fire & Emergency Services
1.2.2	Conduct a Climate Risk and Vulnerability Assessment for Municipal Infrastructure Identify assets most at risk from flooding, extreme weather, and temperature shifts to inform capital planning and maintenance priorities.	2026	Development Services
1.2.3	Investigate Green Infrastructure Options for New Site Designs and Capital Projects Prioritize natural stormwater management (e.g., bioswales, permeable pavement), tree planting, and native landscaping in new builds and retrofits.	2027	Engineering & Capital Projects
1.2.4	Update Municipal Design Standards and Procurement Guidelines Ensure climate resilience measures (e.g., low-carbon materials, enhanced insulation, elevated grading) are embedded in construction standards and tenders.	2027	Development Services
1.2.5	Promote Energy Efficiency Retrofits for Municipal Facilities Undertake energy audits and pursue phased retrofits (e.g., HVAC upgrades, LED lighting, smart controls) that reduce emissions and long-term operating costs.	2026	Development Services

Target year indicates when full implementation is expected

Strategy 1.3 Modernize and Maintain Infrastructure

Develop and implement an infrastructure renewal strategy to replace aging systems and optimize lifecycle costs through preventative maintenance and capital forecasting.

Lead Department:
Public Works

	Plan Element Description	Target year	Lead Department/Division
1.3.1	Develop Infrastructure Gap and Condition Assessment Programs Use asset condition data and growth forecasts to identify gaps between current capacity, renewal needs, and projected community demands. Implement a rolling schedule of routine and strategic condition assessments, prioritizing critical and aging infrastructure to inform repair, replacement, and long-term capital planning decisions.	2027	Engineering & Capital Projects
1.3.2	Implement a Preventative Maintenance Program- Public Works Establish a formal preventative maintenance schedule for key municipal assets—roads, water/sewer systems—to reduce emergency repairs, extend asset life, and improve service reliability.	2027	Public Works
1.3.3	Implement a Preventative Maintenance Program- Facilities Establish a formal preventative maintenance schedule for key municipal assets and integrate online maintenance scheduling—facilities & equipment—to reduce emergency repairs, extend asset life, and improve service reliability	2029	Development Services
1.3.4	Implement a Preventative Maintenance Program – Fleet Establish a structured preventative maintenance schedule for municipal vehicles and equipment, integrating digital tracking to reduce downtime, extend asset life, improve safety, and ensure reliable service delivery.	2027	Fleet

Target year indicates when full implementation is expected

Strategy 1.4 Align Investment with Growth Priorities

Prioritize capital projects and funding applications that directly support housing development, commercial expansion, and strategic community growth.

Lead Department:
Corporate Services

	Plan Element Description	Target year	Lead Department/Division
1.4.1	Prioritize Infrastructure Investments for Housing-Ready Areas Create a capital project prioritization framework aligned with housing, employment, and service expansion. Direct municipal capital investments—such as water, wastewater, and road upgrades—toward areas with the highest potential for residential development, infill, or mixed-use intensification.	2028	Strategic Initiatives
1.4.2	Launch a Growth-Focused Land Investment Readiness Program Identify and prepare underutilized municipal or partner-owned land for development through site assessments, concept plans, and servicing analysis, making them more attractive for housing and commercial investment.	2029	Development Services
1.4.3	Update the Official Plan to Reflect Growth Priorities Amend the Official Plan to prioritize housing development and commercial intensification in targeted growth nodes, incorporating workforce housing needs and infrastructure capacity assessments to guide land use and policy decisions.	2026	Planning
1.4.4	Streamline Development Approval Processes Modernize and clarify development approval procedures by updating zoning bylaws, pre-consultation requirements, and checklists to reduce delays for priority housing and commercial projects.	2026-2031	Planning
1.4.5	Align Funding Applications with Strategic Growth Areas Evaluate all external funding opportunities through a growth lens —prioritizing submissions that support infrastructure or planning work in areas designated for housing, business parks, or downtown revitalization.	2026-2031	Strategic Initiatives

Target year indicates when full implementation is expected

Strategy 1.5 Foster Interdepartmental Coordination & Integration

Ensure optimal collaboration between planning teams to streamline project planning and delivery.

Lead Department:
Corporate Services

	Plan Element Description	Target year	Lead Department/Division
1.5.1	Establish a Capital Project Planning Group Form an interdepartmental working group—including Planning, Public Works, Finance, Recreation, and Economic Development—to coordinate infrastructure planning, ensure alignment with growth priorities, and proactively identify funding opportunities.	2026	Engineering & Capital Projects
1.5.2	Develop Shared Project Reporting Templates and Timelines Create standardized templates and timelines for capital project planning and reporting to ensure consistent communication of scope, budgets, risks, and progress across departments.	2027	Engineering & Capital Projects
1.5.3	Develop Shared Project Reporting Templates and Timelines Create standardized templates and timelines for non-capital project planning and reporting to ensure consistent communication of scope, budgets, risks, and progress across departments.	2027	Strategic Initiatives
1.5.4	Implement Joint Project Review Meetings Schedule quarterly cross-departmental meetings to review capital and strategic projects, flag potential conflicts or dependencies, and align on funding, design, and delivery timelines.	2028	Engineering & Capital Projects
1.5.5	Ensure Departmental Workplans Align with Strategic Priorities Support alignment of departmental annual workplans and budget proposals with corporate growth priorities to reinforce shared goals and reduce siloed decision-making.	2026	Strategic Initiatives

Target year indicates when full implementation is expected

Strategy 1.6 Strengthen Local Business Capacity and Attract New Investment

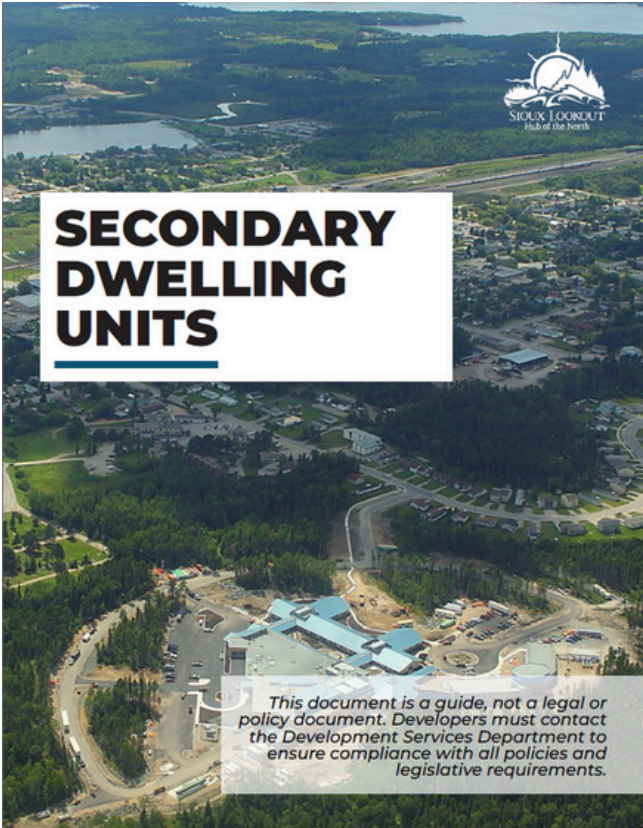
Support long-term economic resilience by retaining and expanding existing businesses, attracting new enterprises aligned with community needs, and creating an enabling environment for entrepreneurship and innovation.

Lead Department:
Economic Development

	Plan Element Description	Target year	Lead Department/Division
1.6.1	Improve and Promote an Entrepreneur Support Guide Publish a digital and printed guide outlining local supports for entrepreneurs, including funding programs, mentorship, training, and municipal supports such as business licenses or tax incentives.	2026	Economic Development
1.6.2	Track and Report on Business Sector Trends and Gaps Regularly collect and analyze local data on business mix, closures, labour needs, and sector gaps to inform attraction efforts and municipal decision-making.	2027	Economic Development
1.6.3	Promote Local Investment Opportunities to Targeted Audiences Develop and distribute promotional materials and campaigns highlighting shovel-ready properties, priority sectors, and available supports for investors. Leverage existing relationships, trade shows, and online platforms to reach targeted audiences.	2026-2031	Economic Development
1.6.4	Promote Business Funding Opportunities and Showcase Success Stories Actively share information about local and external funding programs—including the Community Improvement Plan (CIP) grants—through newsletters, social media, and community meetings. Highlight successful applicants to celebrate local business growth and inspire others.	2026-2031	Economic Development
1.6.5	Establish a Business Retention and Expansion (BR+E) Program Conduct targeted outreach to local businesses to identify barriers, opportunities, and expansion needs. Use findings to inform policies, support programs, and advocacy efforts.	2028	Economic Development
1.6.6	Host Annual Business Roundtables and Recognition Events Create space for direct engagement with the business community, fostering relationships, gathering feedback, and celebrating local success stories.	2026-2031	Economic Development

Target year indicates when full implementation is expected

Resilient Growth Performance Measures



Community Improvement Plan Program

Grow your business & community!

Program highlights:

- Façade improvements
- Accessibility enhancements
- Residential intensification
- Property rehabilitation
- Property revitalization

The CIP program offers grants up to \$3,000 per unit available for new housing units.

APPLY NOW!

Important Dates

- Application Intake Period: January 1st, 2025 – February 28th, 2025
- Application Deadline: February 28th, 2025.

SIoux LOOKOUT
Hub of the North

Focus Area	Key Performance Measure	Target (by 2031)	Reporting	Lead Department/Division
Asset Management	% of municipal assets with up-to-date condition assessments	100%	Annually	Finance & Development Services
Infrastructure Renewal	% of capital projects completed on-budget	50%	Annually	Engineering & Capital Projects
	% of capital projects delivered on or ahead of planned schedule	40%	Annually	Engineering & Capital Projects
Climate Resilience	% of projects incorporating climate risk assessments	80%	Annually	Engineering & Capital Projects
Interdepartmental Integration	# of shared data systems or dashboards implemented	3	Annually	IT / Finance/Strategic Initiatives
Local Business Development	# of businesses engaged through BR+E outreach and follow-up	50	Annually	Economic Development
	# of entrepreneur support guides distributed (digital & print)	100	Annually	Economic Development
	# of investment leads generated through promotion efforts	25	Annually	Economic Development
	# of local success stories or funding recipients profiled	10	Annually	Economic Development
Financial Sustainability	Annual reinvestment rate (as % of total asset replacement value)	2%	Annually	Finance

Goal 2: Community Safety & Preparedness:

Strategy 2.1 Natural Hazard Mitigation and Risk Management

Develop and implement comprehensive strategies for risk mitigation related to man-made and natural hazards, focusing on early-warning systems, community education, and infrastructure improvements.

Lead Department:
Fire & Emergency Services

	Plan Element Description	Target year	Lead Department/Division
2.1.1	Invest in Flood Prevention Infrastructure Make a recommendation to Council and seek funding to proceed with desired options identified in the flood mapping and mitigation study, focusing on infrastructure improvements such as drainage systems and flood barriers to prevent flood damage.	2028	Engineering & Capital Projects
2.1.2	Develop and Implement Early-Warning Systems Design, develop, and implement early-warning systems to promptly alert the community of natural hazards, enhancing preparedness and response capabilities.	2027	Fire & Emergency Services
2.1.3	Conduct Community Awareness Campaigns on Wildfire and Flood Preparedness Plan and deliver targeted awareness campaigns to educate residents about wildfire and flood preparedness, promoting proactive safety measures throughout the community.	2026	Fire & Emergency Services
2.1.4	Promote a Safe and Resilient Community Provide residents and community members with practical guidance on home safety, fire safety, climate-resilient retrofits, rain gardens, and emergency preparedness.	2028	Fire & Emergency Services
2.1.5	Establish Integrated Route Patrols Create coordinated patrols that combine By-law and Public Works teams, using digital tools to efficiently monitor public spaces, identify hazards, and respond proactively to safety and infrastructure concerns.	2026	Public Works
2.1.6	Assess Lighting and Security in Key Public Spaces Conduct regular evaluations of lighting and safety features in high-traffic public areas, implementing improvements to enhance security and community well-being.	2026-2031	Public Works

Target year indicates when full implementation is expected

Strategy 2.2 Emergency Preparedness and Response Planning

Establish and regularly update emergency preparedness and response plans, ensuring that resources are readily available to mitigate and address disasters when they occur.

Lead Department:
Fire & Emergency Services

	Plan Element Description	Target year	Lead Department/Division
2.2.1	Maintain and Share Emergency Response Plan Update the comprehensive emergency response plan with clear roles, responsibilities, and communication strategies updated as needed, sharing the updated plan with the control group twice annually.	2026-2031	Fire & Emergency Services
2.2.2	Coordinate Regional Emergency Response for Fire and Extreme Events Work with regional emergency services and surrounding communities to maintain a coordinated response plan, with measures in place to support vulnerable populations during extreme heat, flooding, or community fire situations.	2026-2028	Fire & Emergency Services
2.2.3	Update Community Mapping for Emergency Response Maintain and regularly verify community maps with accurate locations and fire numbers to support coordinated and efficient emergency response.	2027	Fire & Emergency Services
2.2.4	Promote FireSmart Neighbourhood Designation Provide education and resources to residents to help apply FireSmart principles, and establish FireSmart neighbourhoods, reducing wildfire risks and enhancing community protection.	2026-2031	Fire & Emergency Services
2.2.5	Upgrade Emergency Response Equipment Regularly assess and update emergency response equipment to improve preparedness and ensure the community is equipped to respond effectively to fires, extreme weather events, and other emergencies.	2026-2031	Fire & Emergency Services

Target year indicates when full implementation is expected

Strategy 2.3 Adaptive Service Delivery for Social Challenges

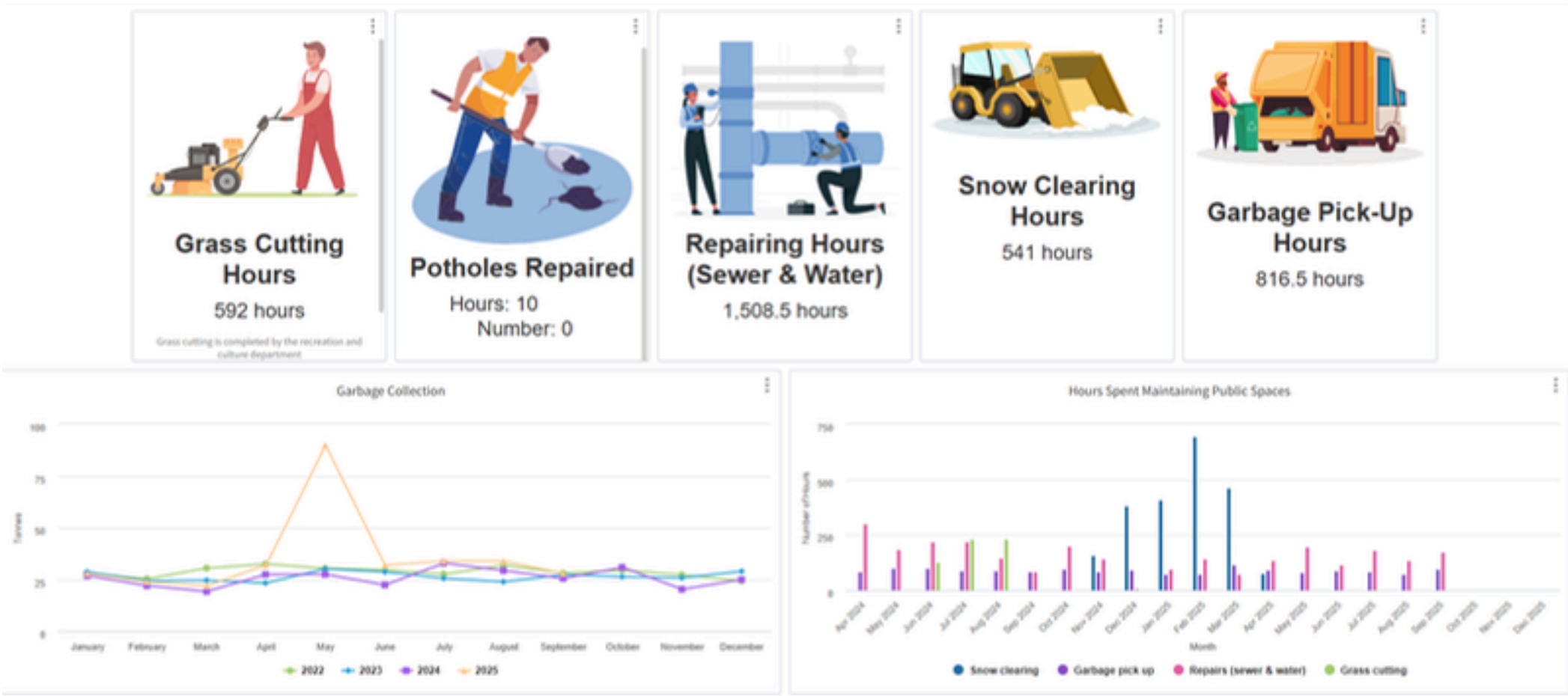
Adapt municipal services to address emerging social issues, including mental health, homelessness, and substance abuse, by providing proactive outreach, support services, and collaborations with local organizations.

Lead Department:
Corporate Services

	Plan Element Description	Target year	Lead Department/Division
2.3.1	Establish a Municipal-Led Interagency Social Issues Roundtable Facilitate regular collaboration between the Municipality and local agencies (e.g., health, education, police, Indigenous partners) to address complex community needs through shared planning.	2026	Strategic Initiatives
2.3.2	Create a Centralized Directory of Social Supports Develop and promote an online and print resource hub that maps out local mental health, housing, addictions, and support services to make access easier for residents and service providers.	2026	Strategic Initiatives
2.3.3	Embed Mental Health Training for Staff Train municipal employees (e.g., recreation staff, bylaw officers, customer service reps) in Mental Health First Aid, de-escalation, and trauma-informed approaches.	2026-2031	Human Resources
2.3.4	Promote Awareness of Local Social Supports and Services Develop and implement a communications campaign to increase public awareness of available mental health, housing, addiction, and crisis support services, using municipal channels, community events, and partner networks.	2026	Strategic Initiatives
2.3.5	Integrate Social Considerations into Municipal Service Planning Use an equity and wellness lens in designing municipal services, infrastructure, and public spaces to better serve vulnerable populations and reduce barriers to participation.	2027	Strategic Initiatives
2.3.6	Affordable Housing Strategy Implementation Advance the development of affordable housing in Sioux Lookout by working with partners to increase the supply of safe, attainable homes. Leverage municipal tools, funding programs, and collaborative initiatives to support new builds, preserve existing stock, and address community housing needs.	2026-2031	Development Services

Target year indicates when full implementation is expected

Community Safety & Preparedness Performance Measures



LEVEL C CPR / AED TRAINING

St. John Ambulance

FIRST AID

GET CERTIFIED
\$190 + TAX

- ✓ CPR (Cardiopulmonary Resuscitation)
- ✓ Wound Care
- ✓ Choking Relief
- ✓ Burn Treatment

12 NOV 2025
8:30 AM - 3:30PM
&
13 NOV 2025
8:30 AM - 3:30PM

85 KING STREET, SIOUX LOOKOUT, ON

REGISTRATION:

807-737-1994
recadmin@siouxlookout.ca

Focus Area	Key Performance Measure	Target (by 2031)	Reporting	Lead Department/Division
Community Awareness & Prevention	# of community safety workshops and outreach initiatives	50 programs	Annually	Fire & Emergency Services
	Public satisfaction with safety initiatives	85%	Annually	Corporate Services
Emergency Response	Reduce call volume through community education and prevention initiatives	Reduce by 10%	Quarterly	Fire & Emergency Services
	% of personnel trained in deescalation & mental health literacy training	75%	Annually	Human Resources
Traffic & Infrastructure Safety	# of safety infrastructure improvements implemented	10 projects	Annually	Public Works
Collaborative Partnerships	# of joint safety initiatives with regional partners	20 initiatives	Annually	Fire & Emergency Services, Corporate Services

Goal 3: Connected, & Inclusive Community


Strategy 3.1 Advance Reconciliation and Indigenous Partnerships

Strengthen relationships with Indigenous partners through respectful engagement, shared decision-making, and cultural integration. Support reconciliation by embedding Indigenous perspectives into planning, programming, and public spaces.

Lead Department:
Corporate Services

	Plan Element Description	Target year	Lead Department/Division
3.1.1	Establish Regular Engagement Forums with Indigenous Partners Create recurring opportunities for dialogue and collaboration through joint meetings, forums, or advisory groups with Indigenous leadership and organizations.	2031	Corporate Services
3.1.2	Integrate Indigenous Perspectives in Planning and Policy Development Engage Indigenous partners during updates to key municipal plans (e.g., Official Plan, strategic plan, capital planning) to incorporate traditional knowledge, priorities, and histories.	2026	Human Resources
3.1.3	Co-Develop Projects with Shared Benefits Pursue joint projects in areas such as economic development, recreation, or cultural tourism that offer mutual benefit and reflect Indigenous values and aspirations.	2031	Strategic Initiatives
3.1.4	Reflect Indigenous Culture in Public Spaces and Infrastructure Include Indigenous languages, art, and storytelling in municipal signage, facilities, and public design to recognize history and culture in a visible and respectful way.	2026-2031	Human Resources
3.1.5	Provide Cultural Awareness and Reconciliation Training for Staff and Council Ensure all municipal staff and elected officials complete training on reconciliation, cultural competency, and the history of local Indigenous communities.	2028	Human Resources

Target year indicates when full implementation is expected



Strategy 3.2 Promote Mental and Physical Wellness

Support access to recreational, cultural, and wellness programs that promote healthy living for all ages and abilities. Collaborate with partners to address mental health and social needs while enhancing active living infrastructure.

Lead Department:
Recreation and Culture

	Plan Element Description	Target year	Lead Department/Division
3.2.1	Support Low-Cost Community Recreation Offer free or low-cost seasonal programs (e.g., walking clubs, open gym nights, or snowshoe borrowing) using existing municipal facilities and volunteer instructors. Promote activities for all ages through community bulletin boards and social media.	2027	Recreation & Culture
3.2.2	Partner for Mental Health Workshops Collaborate with local health providers and organizations to host occasional community mental wellness sessions or lunch-and-learns at the library, town hall, or recreation centre.	2026	Strategic Initiatives
3.2.3	Activate Outdoor Spaces for Wellness Encourage use of parks and trails by adding simple signage promoting outdoor activity (e.g., trail maps, "steps to wellness" signs) and creating informal self-guided fitness loops or mindfulness walks.	2028	Recreation & Culture

Target year indicates when full implementation is expected


Strategy 3.3 Foster Belonging and Inclusion

Create an inclusive community by removing barriers to participation and embedding equity, diversity, and inclusion in municipal services and engagement. Celebrate cultural diversity through events and education that reflect our evolving community.

Lead Department:
Corporate Services

	Plan Element Description	Target year	Lead Department/Division
3.3.1	Promote Cultural and Intergenerational Events Support local groups in hosting low-cost cultural celebrations, seniors' socials, and youth events by offering in-kind space, event promotion, and small grants. These gatherings build social connections and celebrate the diverse identities within the community.	2027	Recreation & Culture
3.3.2	Enhance Accessibility in Existing Facilities Conduct a basic accessibility review of municipal facilities and make low-cost improvements (e.g., signage, portable seating, or door hardware) to improve inclusion and comfort for residents of all abilities.	2027	Development Services
3.3.3	Pilot Intergenerational or Age-Friendly Programming in Public Spaces Introduce inclusive programming that brings together youth, adults, and seniors—such as shared garden spaces, storytelling nights, or multigenerational recreation.	2026	Recreation & Culture
3.3.4	Foster a constructive and forward-looking community mindset in Hudson Build a positive, engaged community in Hudson by fostering pride, collaboration, and understanding of sustainable municipal investments that honor the town's uniqueness.	2027	Strategic Initiatives

Target year indicates when full implementation is expected



Strategy 3.5 Foster Trust and Transparency through Open Communication

Ensure open, timely communication with residents about decision-making, projects, and community updates. Use clear channels for feedback and engagement, promoting accountability and building trust through transparent processes.

Lead Department:
Corporate Services

	Plan Element Description	Target year	Lead Department/Division
3.5.1	Develop and Maintain a Clear Public Engagement Calendar Publish and regularly update a municipal engagement calendar that outlines upcoming Council decisions, public meetings, consultations, and opportunities for input.	2027	IT & Communications
3.5.2	Expand Communication Channels for Project Updates Use a variety of formats—website dashboards, social media, newsletters, and posters—to keep residents informed about ongoing projects, timelines, and outcomes.	2026	Strategic Initiatives
3.5.3	Standardize Feedback Mechanisms for Major Initiatives Create consistent tools (e.g., online forms, surveys, comment boxes) for residents to provide feedback on policies, programs, and capital projects.	2028	IT & Communications
3.5.4	Host Annual “State of the Municipality” Public Update Hold an annual event or virtual broadcast led by the Mayor and CAO to update the public on major initiatives, financial outlooks, and progress on the strategic plan.	2027	Strategic Initiatives
3.5.5	Launch participatory budgeting To let residents propose and vote on projects, with clear communication on costs, timelines, and progress to ensure transparency and accountability.	2026	Strategic Initiatives

Target year indicates when full implementation is expected

Connected & Inclusive Community Performance Measures

Introducing
**VIRTUAL
FITNESS
PROGRAM**

Starting September 15, 2024.

Monday
Yoga & Meditation
6:15AM - 7AM
Feel The Burn
6:00PM - 7PM

Tuesday
Zumba®
6:15AM - 7AM

Wednesday
Yoga & Meditation
6:15AM - 7AM

Thursday
Zumba®
6:15AM - 7AM
HIIT
6:00PM - 7PM

**TRY IT
FREE AT THE REC CENTRE!**
Free for everyone Sept 15-22
Free for members after Sept 22,
Drop-in fee for non-members \$9 tax included

CONTACT US 807-737-1994 recadmin@siouxlookout.ca

Recreation Youth Program Registrations

330

↑ Increased 5%

*decrease is because 2025 summer camp registrations are not finished yet

[Click for previous data](#)

Public Satisfaction Level - Recreational Amenities (2024)

+ 49% Satisfactory Facilities

+ 53% Satisfactory Programming

+ 53% Satisfactory Boat Launches

[Click](#) for visitor satisfaction levels

**ONTARIO
CULTURE
DAYS**
SEPTEMBER 20-30, 2025

Tickets Available
at Rec Centre

CONCERT
Brandi Vezina
Sioux North High School
Sep 20th, 7pm

LOBSTERFEST
Golf and Curling Club
Sep 20th

By
Ontario Native Women's Association
Sep 23rd, 1pm
Registration required,
Contact (807)738-2229
HaileighD@sunsetwomensaboriginalcircle.ca

BIRCH BARK BASKET

At Library
Sep 26th, 10-12pm

100 PAPER BOOKMARK MAKING

At Library
Sep 25th, 3:30pm

Family Time At the Library

CHECK OUT OUR
FACEBOOK PAGE,
THE MUNICIPALITY OF
SIOUX LOOKOUT, FOR
UPDATED CULTURE
EVENTS.

Focus Area	Key Performance Measure	Target (by 2031)	Reporting	Lead Department/Division
Community Engagement	# of community wellness events or initiatives	5 initiatives	Annually	Corporate Services
Recreation & Culture	% of residents satisfied with recreation events/programs	10% Increase	Annually	Recreation & Culture
Accessibility	% of residents reporting sense of belonging	85%	Biennially	Corporate Services
	# of accessibility improvements in public spaces	2 improvements	Annually	Development Services
Diverse Representation	# of partnerships with organizations representing marginalized groups	12 partnerships	Annually	Corporate Services

Goal 4: Vibrant & Welcoming Community Spaces

Strategy 4.1 Invest in Recreation Infrastructure

Expand and maintain recreation spaces to support healthy living and community connection, ensuring facilities are accessible, inclusive, and responsive to evolving needs.

Lead Department:
Recreation & Culture Department

	Plan Element Description	Target year	Lead Department/Division
4.1.1	Maintain and Improve the Recreation Centre Regularly assess the functionality of the recreation centre and implement incremental upgrades to enhance accessibility, user experience, and the facility's ability to meet evolving community needs.	2026-2031	Recreation & Culture
4.1.2	Assess the feasibility of a new multi-use recreation centre By identifying suitable land, exploring potential partnerships, and building on recommendations from the Sports Tourism Infrastructure Enhancement Study.	2028	Recreation & Culture
4.1.3	Implement Tiered Boat Launch Maintenance and Upgrades Develop and execute a tiered maintenance program with targeted equipment upgrades to ensure municipal boat launches meet the needs of residents and visitors, supporting safe access and promoting enjoyment of local waterways.	2026-2031	Recreation & Culture
4.1.4	Assess and Enhance Outdoor Recreation Usability Evaluate the functionality and usage of the Third Avenue Sports Complex and Hudson recreation amenities, and implement incremental improvements to maximize community access, participation, and year-round enjoyment.	2026	Recreation & Culture
4.1.5	Support Local Soccer Facilities Collaborate with community organizations to maintain the existing soccer field and explore the feasibility of developing a second field, ensuring continued access for residents and local sports programs.	2027	Recreation & Culture
4.1.6	Enhance Trail Infrastructure Collaborate to achieve investments that enhance the development and maintenance of Cedar Bay to improve accessibility, safety, and recreational opportunities for residents and visitors.	2030	Recreation & Culture

Target year indicates when full implementation is expected



Strategy 4.2 Celebrate Culture and Heritage to Support Ecotourism and Tourism

Promote local culture and Indigenous history through events, public art, and storytelling that enhance community identity while attracting visitors interested in authentic cultural experiences and eco-friendly tourism.

Lead Department:
Economic Development

	Plan Element Description	Target year	Lead Department/Division
4.2.1	Collaborate with LSFN on Cultural Activities Work closely with the Lac Seul First Nation to explore interest and develop cultural activities, experiences, and tours that highlight Indigenous heritage and traditions.	2026	Recreation & Culture
4.2.2	Host Cultural Showcases in Shoulder Seasons Work with Indigenous and cultural organizations to pilot new events (e.g., artist markets, storytelling nights) that extend tourism beyond summer months.	2027	Economic Development
4.2.3	Attract and Support Cultural Entrepreneurs Encourage and assist local entrepreneurs in developing and offering cultural experiences and guided tours that appeal to ecotourism and heritage tourists.	2027	Economic Development
4.2.4	Assess Land for Ecotourism Development Identify and evaluate available land and natural sites suitable for ecotourism investments, fostering sustainable tourism opportunities that respect the environment and cultural values.	2028	Economic Development
4.2.5	Develop Marketing Partnerships for Cultural and Ecotourism Collaborate with regional tourism organizations and Indigenous partners to create targeted marketing campaigns promoting Sioux Lookout as a destination for cultural and ecotourism experiences.	2029	Economic Development

Target year indicates when full implementation is expected




Strategy 4.3 Enhance Public Spaces and Beautification

Maintain clean, inviting parks, streets, and facilities through regular upkeep, beautification efforts, and community pride initiatives.

Lead Department:
Recreation & Culture

	Plan Element Description	Target year	Lead Department/Division
4.3.1	Relaunch or Expand a Community “Adopt-a-Block” Program Encourage residents, schools, service clubs, and businesses to “adopt” sections of streets, trails, or parks for seasonal litter pickup, minor landscaping, and beautification. Provide signage and recognition for participants.	2027	Public Works
4.3.2	Conduct a Public Space Materials Review to Minimize Maintenance and Vandalism Audit public furnishings (e.g., benches, signage, waste bins), surfaces and structures to identify items prone to frequent maintenance or vandalism. Develop a replacement plan that favors durable, low-maintenance materials and crime-prevention designs.	2028	Recreation & Culture
4.3.3	Create a Seasonal Beautification Program Featuring Low-Maintenance Art and Plantings Enhance high-visibility areas with durable, low-maintenance beautification features such as permanent sculptures, stonework, and perennial plant beds. Partner with local artists and community groups to design public art installations and coordinate initial planting efforts.	2029	Recreation & Culture
4.3.4	Establish a Quarterly Maintenance Schedule for High-Use Public Spaces Develop and publish a regular maintenance schedule for public spaces and facilities, including landscaping, graffiti removal, and signage repair.	2027	Recreation & Culture
4.3.5	Launch a “Pride in Place” Campaign to Promote Stewardship and Cleanliness Use social media, signage, and community events to encourage resident pride and collective responsibility for clean and welcoming shared spaces. Include before-and-after photos, resident recognition, and friendly messaging.	2028	Recreation & Culture

Target year indicates when full implementation is expected



Strategy 4.4 Promote Year-Round Tourism

Develop and market unique tourism experiences rooted in recreation, culture, and nature—leveraging sports tourism, ecotourism, and cultural experiences to attract regional visitors. Support local outfitters and build collaborative initiatives that enhance the visitor experience, increase recreational opportunities for residents, and drive sustainable, year-round tourism revenue.

Lead Department:
Economic Development

	Plan Element Description	Target year	Lead Department/Division
4.4.1	Promote Sioux Lookout as a Sports Tourism Destination Develop marketing materials and bid packages to attract regional tournaments and events, building on local strengths in hockey, golf, curling, and fishing.	2026	Economic Development
4.4.2	Collaborate with Local Outfitters to Package Seasonal Tourism Products Facilitate partnerships among guides, accommodation providers, and local shops to create bundled experiences, such as "Winter in the North" or "Canoe + Culture Weekends."	2027	Economic Development
4.4.3	Develop an Inventory of Tourism-Ready Assets and Experiences Map existing tourism infrastructure and events to identify gaps and underutilized assets, forming the basis for development, investment, and marketing efforts.	2027	Economic Development
4.4.4	Launch a Regional Tourism Campaign Focused on All-Season Experiences Develop a tourism marketing campaign highlighting outdoor recreation (e.g., winter trails, fishing, paddling), cultural events, and sports tourism assets. Include itineraries and promotional packages.	2028	Economic Development
4.4.5	Build Capacity of Local Tourism Operators Offer seasonal training sessions and mentorship for local tourism operators focused on business development, customer service, online booking systems, and experience design.	2028	Economic Development

Target year indicates when full implementation is expected

Vibrant & Welcoming Community Spaces Performance Measures



Focus Area	Key Performance Measure	Target (by 2031)	Reporting	Lead Department/Division
Public Spaces & Amenities	# of upgrades to parks, trails, and public facilities	12 projects	Annually	Public Works / Recreation & Culture
Tourism Development & Operator Capacity	# of seasonal training sessions & mentorship offered to local tourism operators	6 sessions	Annually	Economic Development / Recreation & Culture
	# of tourism packages developed in collaboration with local outfitters	5 packages	Annually	Economic Development
Programming & Activities	# of community programs, events, and recreational activities offered	75 programs	Annually	Recreation & Culture
Community Use & Satisfaction	% of residents satisfied with recreational programming	85%	Biennially	Corporate Services / Recreation & Culture
Partnerships & Collaboration	# of partnerships with local organizations to enhance community spaces	12 partnerships	Annually	Recreation & Culture / Corporate Services

Goal 5: Service Excellence

Strategy 5.1 Continuous Process Improvement

Implement advanced management practices, regular process evaluations, and feedback mechanisms to identify inefficiencies, streamline operations, and enhance productivity.

Lead Department:
Corporate Services

	Plan Element Description	Target year	Lead Department/Division
5.1.1	Implement Management Training Across Departments Provide staff training on lean principles and tools to foster a culture of continuous improvement and empower teams to identify and eliminate waste.	2026	Human Resources
5.1.2	Conduct Regular Process Evaluations Establish a schedule for reviewing key municipal processes annually to identify inefficiencies and opportunities for streamlining workflows.	2028	Strategic Initiatives
5.1.4	Establish a Continuous Improvement Task Force Form an interdepartmental team responsible for coordinating process improvement efforts, tracking progress, and sharing best practices.	2030	Strategic Initiatives
5.1.5	Optimize Municipal Sourcing for Cost Efficiency Regularly review and improve municipal procurement practices to maximize bulk purchasing opportunities and achieve optimal cost savings across departments.	2028	Finance

Target year indicates when full implementation is expected



Strategy 5.2 Customer-Centered Service Delivery

Strengthen customer service by adopting a client-first approach, enhancing responsiveness, and ensuring services are accessible and effective for all community members.

Lead Department:
Corporate Services

	Plan Element Description	Target year	Lead Department/Division
5.2.1	Develop and Maintain a Customer Service Training Program Provide all staff with regular training focused on communication, problem-solving, and empathy to ensure a consistent, high-quality customer experience.	2030	Human Resources
5.2.2	Implement a Centralized Customer Service Platform Adopt a unified platform to streamline resident inquiries, track service requests, and improve response coordination across departments.	2027	Finance
5.2.3	Monitor and Improve Service Timeliness Establish performance benchmarks and track service delivery times, using feedback to address delays and enhance responsiveness.	2030	Strategic Initiatives
5.2.4	Expand Multi-Channel Access to Services Increase availability by offering services and support through multiple channels, including phone, email, in-person, and online self-service tools.	2029	IT & Communications
5.2.5	Establish a Customer Feedback Loop Implement ongoing surveys and follow-up processes to measure satisfaction, identify service gaps, and inform continuous improvement efforts.	2027	Strategic Initiatives

Target year indicates when full implementation is expected

Strategy 5.3 Data-Driven Decision Making

Build capacity for data collection and analysis across departments to inform decision-making, optimize resource allocation, and measure performance against key indicators.

Lead Department:
Corporate Services

	Plan Element Description	Target year	Lead Department/Division
5.3.1	Develop a Corporate Data Governance Framework Establish clear protocols for data collection, storage, sharing, and analysis across departments to ensure consistency, accuracy, and responsible use of information.	2027	IT & Communications
5.3.2	Build Internal Data Literacy and Capacity Offer training for staff across departments on basic data analysis, performance measurement, and the use of dashboards or reporting tools to support day-to-day decision-making.	2026-2031	Strategic Initiatives
5.3.3	Identify and Track Key Performance Indicators (KPIs) Collaborate with departments to define KPIs aligned with strategic goals and integrate them into quarterly and annual reporting processes, including the public facing dashboard.	2026-2031	Strategic Initiatives
5.3.4	Use Data to Inform Service Reviews and Budgeting Incorporate service-level data and performance metrics into operational reviews and budget planning to better align resources with community needs and service outcomes.	2027	Strategic Initiatives
5.3.5	Enhance Accountability Through Data Transparency Regularly publish clear, accessible performance reports and datasets to the public, enabling residents and Council to track progress, evaluate outcomes, and hold the municipality accountable for results.	2026-2031	Strategic Initiatives

Target year indicates when full implementation is expected



Strategy 5.4 Technology Integration

Leverage technology to automate processes, enhance service delivery, and reduce administrative burdens across municipal departments.

Lead Department:
IT & Communications

	Plan Element Description	Target Year	Lead Department/Division
5.4.1	Evaluate and Upgrade Technology Tools Across Departments Conduct regular assessments of existing technology systems and identify opportunities to automate routine processes and improve service delivery efficiency.	2026-2031	IT & Communications
5.4.2	Implement Automatic Water Meter Readers Replace manual water meters with automatic reading devices to improve data accuracy, reduce manual labor, and enable timely monitoring of water usage.	2031	Public Works
5.4.3	Integrate Online Recreation Booking System Adopt an online booking platform for recreation services to streamline reservations, reduce staff time spent managing bookings, and improve customer experience.	2027	IT & Communications
5.4.4	Provide Training and Support for Technology Adoption Ensure staff are trained and supported in using new technologies effectively to maximize benefits and minimize disruptions during transitions.	2031	IT & Communications

Target year indicates when full implementation is expected



Strategy 5.5 Employee Engagement and Development

Foster a culture of accountability and growth by providing ongoing training, professional development, and clear performance expectations for all employees.

Lead Department:
Human Resources

	Plan Element Description	Target year	Lead Department/Division
5.5.1	Implement Succession Planning Through Organizational Assessment Assess organizational capacity and workforce risks to develop a succession planning framework for critical roles.	2026	Human Resources
5.5.2	Expand Cross-Training Opportunities Implement a structured cross-training program to increase workforce flexibility, enhance employee skills, and ensure operational continuity during staff absences or transitions.	2030	Human Resources
5.5.3	Develop and Launch a Leadership Development Program Design and implement a leadership program that builds internal capacity and prepares employees for advancement opportunities.	2027	Human Resources
5.5.4	Enhance Accountability Through Clear Expectations and Follow-Through Establish a performance management approach that includes clear role expectations, regular check-ins, and consistent follow-up to ensure responsibilities are understood and commitments are met.	2027	Human Resources
5.5.5	Strengthen Onboarding and Employee Support Systems Enhance employee retention by augmenting a comprehensive orientation process, assigning workplace mentors, and providing clear resources and support during the first year of employment.	2029	Human Resources

Target year indicates when full implementation is expected

Service Excellence Performance Measures



Community Innovation & Development

Community Wellness

Regional Collaboration

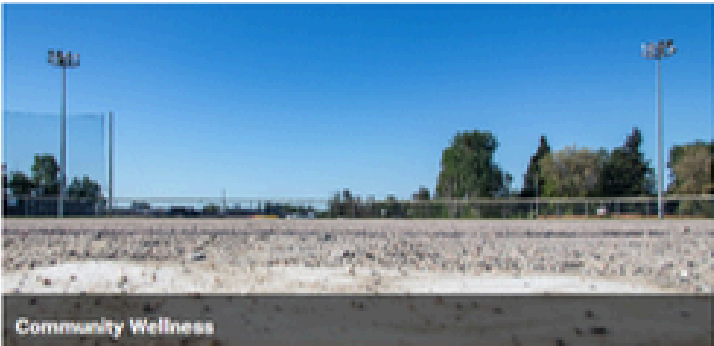
Community Engagement

Operational Excellence



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 and exceptional customer service.

Focus Area	Key Performance Measure	Target (by 2031)	Reporting	Lead Department/Division
Customer-Centered Service Delivery	% of residents satisfied with municipal services (Baseline: 56%)	70%	Biennially	Corporate Services
	# of service improvements implemented based on feedback	20 improvements	Annually	Corporate Services / Department Leads
Data-Driven Decision Making	% of major decisions supported by up-to-date data/analytics	100%	Annually	Corporate Services / Finance / IT
	# of performance dashboards developed and actively used	5 dashboards	Annually	IT / Corporate Services
Technology Integration	% of key municipal processes digitized	50	Annually	IT / Department Leads
	# of technology training sessions completed by staff	12 sessions/year	Annually	IT / HR
	# of water meter installations	125	Quarterly	Public Works
Employee Engagement & Development	Succession planning framework implemented for critical roles	100% of critical roles assessed	Annually	Human Resources
	# of participants receiving leadership development recognition	5	Annually	Human Resources
	% of staff with clear role expectations and regular performance check-ins	10% Annual Increase	Annually	HR / Department Leads
	% of new hires completing enhanced onboarding and mentorship program	100%	Annually	Human Resources