

# **The Township of Sioux Narrows – Nestor Falls**

## **Strategic Plan and Vision Statement: 2021**



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## **1.0 INTRODUCTION**

The Township of Sioux Narrows/Nestor Fall completed its first strategic plan in 2007, and updated the plan in 2012. Typically, it is appropriate to review the strategic plan approximately every five (5) years, as tasks have been accomplished, and new Councils have been elected. In February of 2016, the Council and staff of the Township of Sioux Narrows-Nestor Falls convened for a two-hour session to review the Township's priorities. This was followed by a half-day session on August 16<sup>th</sup>, 2016 review and update the Township's Strategic Plan. This document is the outcome of this exercise. The review process was conducted as follows:

- Review of 2012 Strategic Plan
- Discussion of New and Emerging Issues
- Prioritization of Goals and Objectives
- Summary and Next Steps

It should be noted that a corporate strategic plan is a tool for identifying a shared vision and future focus for the municipality. It sets out common goals and objectives for the Council, staff and volunteers. The plan identifies priorities for the Township in applying limited resources in the delivery of municipal services and community infrastructure.

The process of updating, and revising, a strategic plan allows Council and staff to step back from daily activities and to think about and plan for the future of the municipality and the community it serves. The process also allows both staff and Council, to discuss and exchange ideas and eventually agree on a set of common goals and objectives. This common vision is formally articulated through the strategic plan.

The strategic plan functions to inform and act as a reference point to the public, and those within the Township itself, of the Township's vision of Sioux Narrows/Nestor Falls, the guiding principles it will use to evaluate its own actions, and the planned strategic actions.

It is important to remember that the strategic plan is dynamic document, one that can be adapted as conditions change. As such, it requires regular review and revision, which was the purpose of this exercise.

## **2.0 VISION STATEMENT**

In Township of Sioux Narrows/Nestor Falls takes a team based approach to the delivery of municipal services. Council and staff will work together as a unit, with a positive attitude and open communication process. The municipality will promote itself as a “Lifestyle Community”, with a diverse array of recreational activities that builds upon its natural beauty on the Lake of the Woods. The municipality recognizes its quaint charm as a tourist town, and will strive to ensure that the highway corridor and two townsites are aesthetically pleasing to both visitors and residents alike.

The community will be inclusive, and value the cultural sensitivities of its First Nations neighbours. Affordable housing and accommodation options will be a priority to all residents. The community will continue to value cultural events and the arts and will support community involvement and community pride. Increased cohesiveness between Sioux Narrows and Nestor Falls residents will be nurtured and valued.

The Township of Sioux Narrows/Nestor Falls will reflect a positive attitude, and take a proactive role in community development. The Township will practice sustainable economic development and balance business opportunities with the environmental health of the community. The Township of Sioux Narrows-Nestor Falls will strive to be a leader in sustainable development in Northwestern Ontario.

### **3.0 GUIDING PRINCIPLES**

In evaluating and making decisions with respect to its actions, the Council and staff of the Municipality of Sioux Narrows/Nestor Falls will have regard for the following set of guiding principles:

- Sioux Narrows/Nestor Falls will provide fairness in taxation
- Sioux Narrows/Nestor Falls will provide value for service to the ratepayer
- Sioux Narrows/Nestor Falls will practice sound fiscal management
- Sioux Narrows/Nestor Falls will provide quality of life amenities and services for citizens and visitors and support and enhance recreational and programs and infrastructure.
- Sioux Narrows/Nestor Falls will explore and pursue new opportunities for the growth and development of the local economy.
- Sioux Narrows/Nestor Falls will value and be responsible to its employees
- Sioux Narrows/Nestor Falls will strive to listen to and respect its citizens
- Sioux Narrows/Nestor Falls will inform and engage its citizens
- Sioux Narrows/Nestor Falls will be a steward of the environment

#### **4.0 ISSUE IDENTIFICATION: 2016 - 2021**

The Council and staff of the Township of Sioux Narrows/Nestor Fall reviewed the objectives & action items from 2012, and determined if they were still relevant in 2016. If any of these items were not completed, and remained a priority in 2016, they were carried over into the revised plan.

Further, Council and staff identified any new and emerging issues that are presently faced by the Township. These issues were added to those that were carried over from the 2012 Strategic Plan. The following is a compilation, and summary, of all of the key issues identified at both sessions.

##### **1. Community Improvement Plan Implementation**

- Commercial Highway Corridor & Waterfront Development Plan Implementation for the Sioux Narrows and Nestor Falls town sites
- Financial incentives for improvements on commercial property in the two town sites – CIP Grants
- Sioux Narrows and Nestor Falls Government Dock and waterfront area improvements
- Improvements at “The Falls” in Nestor Falls
- Landscape, pathway and outdoor interpretive displays at the northern Ontario Sportfishing Centre

##### **2. Environmental**

- Continue pursuit of long term landfill planning and development

- Continue with previous Environmental Assessment & new solid waste landfill site selection process
- Monitor lifespan of the existing landfills in Sioux Narrows and Nestor Falls
- Continue work with potential regional partners in executing formal “Use Agreements” for the municipal landfills

### **3. White Moose Golf Course Land Transfer**

- Completion of balance of Molloy Estate lands to the Township
- Issuance of Charitable tax receipt

### **4. Trails Development**

- Complete contribution agreement with FedNor for Canada 150 trails grant
- Complete trail upgrades and signage for 2017

### **5. First Nations Partnerships**

- Open and receptive to partnerships with neighbouring First Nations
- Proactive approach to regional partnerships with local and regional First Nations on projects of common interest

### **6. Regional Municipal Partnerships**

- Continue to participate in municipal organizations such as NOMA and KDMA.
- Proactive approach to regional partnerships regional municipalities on projects of common interest

### **7. Sioux Narrows Provincial Park and Caliper Lake Provincial Park**

- Complete new five (5) year operating agreements with Ontario Parks for both Provincial Parks
- Continue to works towards financial sustainability of both Provincial Parks

- Work in partnership with Ontario Parks on capital upgrades to park infrastructure

## **8. Asset Management**

- Update Asset Management Plan
- Continue to invest in Reserve Funds for the future replacement of municipal Infrastructure

## **9. Water Quality and Watershed Protection**

- Work with partners such as the Lake of the Woods District Property Owners Association, Rainy River and Lake of the Woods International Joint Commission and Experimental Lakes Area in lake stewardship
- Continue to monitor land use planning controls as tools for watershed management

## **10. Telecommunications: Broadband and Connectivity**

- Work with regional partners in improving broadband and connectivity across the region
- Pursue funding for local improvements in telecommunications infrastructure

## **11. Sioux Narrows Municipal Office Renovations**

- Complete conceptual drawings and cost estimates
- Include renovations in municipal budgeting process
- Complete detailed construction drawings cost estimates
- Adjust capital budget accordingly
- Set timeframe for project tendering and construction

## **12. Nestor Falls Community Hall Renovations**

- Solicit proposal for conceptual drawings and cost estimates



- Complete conceptual drawing and cost estimates
- Include renovations in municipal budgeting process
- Complete detailed construction drawings and cost estimates
- Adjust capital budget accordingly
- Project tendering and construction

### **13. Arts and Culture: Bridge and Falls Cultural Programming**

- Continue to host the “Moose N Fiddle” music festival at Caliper Lake Provincial Park
- Expand the Artist in Residence” program with the development of the “In the Forest” Arts Pod, and the mobile Arts pod
- Continue the publication of the “Bridge & Falls” Summer Visitors Guide

### **14. Senior Housing Needs Assessment**

- Work with the KDSB is completing a seniors housing assessment for the Township

### **15. Land Assembly: Purchase of Crown Land**

- Complete the sale of the property located at the corner of Red Indian Road and Highway 71 with the Ministry of Natural Resources and Forestry
- Complete the sale of the property located across from TVO Road (former MNR Fire base) with the Ministry of Natural Resources and Forestry for use as municipal park

### **16. Business Recruitment and Attraction**

- Continue to market the Township of Sioux Narrows-Nestor Falls as an attractive place for businesses to invest and grow
- Work with local businesses to assist them with business expansion projects
- Recruit new businesses to invest in new business opportunities in the Township

- Work with local and regional lending institutions in business investment and expansion projects
- Identify new business opportunities within the Township for potential investors

## **17. Land Use Planning: Review of Planning Documents**

- Consolidation of amendments
- Review and update

## **5.0 MUNICIPAL PRIORITIES**

As clearly set out in the previous 2012 Strategic Plan, it is recognized that the Township of Sioux Narrows- Nestor Falls has limited resources available to undertake efforts in addressing the issues identified in Section 4. In order to target resources on issues that are of greatest importance, Council and staff proceeded to prioritize issues in terms the degree of relative importance to the community.

Each participant was given 100 points to allocate amongst the issues that had been identified by the group. The following is a summary of the outcome of this exercise - in their order of importance.

### **Short-Term or Top Priority Objectives- minimum of 79 points or more**

- Environmental – Solid Waste Management - landfill planning and management
- Community Improvement Plan Implementation & Commercial Highway Corridor/Government Dock/Waterfront Improvements
- Sioux Narrows Municipal Office Renovations
- Nestor Falls Community Hall Renovations

### **Mid-Range Objectives- 50 to 65 points**

- Trails Development
- First Nations Partnerships
- Telecommunications: Broadband & Connectivity
- Sioux Narrows Provincial Park and Caliper Lake Provincial Park
- Asset Management
- Water Quality & Watershed Protection

### **Mid to Longer Range Objectives - fewer than 50 points**

- Land Assembly: Purchase of Crown land from MNRF
- Arts & Culture: Bridge and Falls cultural programming
- Seniors Housing Needs Assessment
- Promote Business and Economic Development Opportunities
- Regional Municipal Partnerships
- White Moose Golf Course land transfer
- Land Use Planning: Review of Planning Documents

## 6.0 ACTION PLAN: 2016 - 2021

The purpose of this strategic plan is to allocate resources on a priority basis to issues facing the municipality. It also provides a framework for decision making for Council in addressing the myriad of concerns they are faced with on a day to day basis.

This section will examine the priorities that have been identified by staff and Council, and assign tasks and personnel required for plan implementation. The action plan is generally set out in order of priority as developed by consensus in the two-day planning session.

### **A. High Priority Objectives & Tasks**

Item	Action	Responsibility & Timeframe
1. Environment – solid waste management	<ul style="list-style-type: none"> <li>• Continue to work with MOE to monitor annual testing requirements</li> <li>• Complete survey of SN landfill site and secure updated land use permit</li> <li>• Continue discussions with regional partners and users of the site(s)</li> <li>• Pursue completion of the existing Environmental Assessment and location analysis for a new or expanded landfill</li> </ul>	Wanda, Jeff, Mike & Council  <b>Ongoing: 2016 - 2021</b>
2. Community Improvement Plan Implementation &	<ul style="list-style-type: none"> <li>• Complete Phase I of Commercial Highway Corridor/Government Dock/Waterfront Improvements</li> </ul>	Jeff and Council

<p>Commercial Highway Corridor/Government Dock/Waterfront Improvements</p>	<ul style="list-style-type: none"> <li>• Prepare funding applications for Phase II upon completion of Phase I</li> <li>• Continue Commercial façade improvement &amp; signage enhancement</li> <li>• Proceed with Phase III in longer term</li> </ul>	<p><b>Complete Sioux Narrows and Nestor Falls Government Dock and waterfront Improvements: 2017</b></p> <p><b>CIP applications: Ongoing – 2016 to 2021</b></p> <p><b>Phase II funding applications: Late 2017/2018</b></p>
<p>3. Sioux Narrows Municipal Office Renovations</p>	<ul style="list-style-type: none"> <li>• Complete conceptual drawings and cost estimates</li> <li>• Include renovations in municipal budgeting process</li> <li>• Complete detailed construction drawing and Class “B” cost estimates</li> <li>• Fine tune capital budget accordingly</li> <li>• Project tendering and construction</li> </ul>	<p>Council, Wanda &amp; Jeff</p> <p><b>Detailed design: 2017</b></p> <p><b>Renovations: 2018</b></p>
<p>4. Nestor Falls Community Hall Renovations</p>	<ul style="list-style-type: none"> <li>• Solicit proposal for conceptual drawings and cost estimates</li> <li>• Complete conceptual drawing and cost estimates</li> <li>• Include renovations in municipal budgeting process</li> <li>• Complete detailed construction drawing and Class “B” cost estimates</li> <li>• Fine tune capital budget accordingly</li> </ul>	<p>Council, Wanda &amp; Jeff</p> <p><b>Conceptual designs and Cost estimates: 2016/17</b></p> <p><b>Detailed design: 2017</b></p> <p><b>Renovations: 2018</b></p>

	<ul style="list-style-type: none"> <li>• Project tendering and construction</li> </ul>	
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**B. Mid Range Objectives & Tasks**

<b>Item</b>	<b>Action</b>	<b>Responsibility</b>
1. Trails Development	<ul style="list-style-type: none"> <li>• Completion of contribution agreement for \$100,000 trails upgrade project</li> <li>• Implement enhanced trail signage, interpretive stations and trail upgrades</li> </ul>	<p>Wanda &amp; Jeff</p> <p><b>Trail project completion date: 2017</b></p>
2. First Nations Partnerships	<ul style="list-style-type: none"> <li>• Explore potential community development partnerships with area First Nations as opportunities present themselves</li> </ul>	<p>Wanda, Jeff &amp; Council</p> <p><b>Ongoing: 2016-2021</b></p>
4. Telecommunications: Broadband & Connectivity	<ul style="list-style-type: none"> <li>• Participate with regional municipal, First Nation and Agency partners in the pursuit of a more robust broadband and telecommunications infrastructure</li> <li>• Develop inventory of existing telecommunications capacity, and identify required improvements</li> </ul>	<p>Jeff &amp; Wanda</p> <p><b>Ongoing: 2016 - 2021</b></p>

<p>5. Sioux Narrows Provincial Park and Caliper Lake Provincial Park</p>	<ul style="list-style-type: none"> <li>• Work with Ontario Parks to prepare a new five (5) year Operating Agreement for the Sioux narrows Provincial park and Caliper Lake Provincial park</li> <li>• Execute new Operating Agreement with Ontario Parks</li> <li>• Manage both Provincial Parks per Operating Agreement</li> </ul>	<p>Jeff, Council</p> <p><b>Negotiate new 3-year Operating Agreement: 2016</b></p> <p><b>Enter into Operating Agreement: 2017</b></p>
<p>6. Asset Management</p>	<ul style="list-style-type: none"> <li>• Update Asset Management Plan</li> <li>• Continue to use the Asset Management Plan as a key reference in municipal budgeting process</li> </ul>	<p>Wanda</p> <p><b>Solicit proposal for Asset Management Plan update: 2016</b></p> <p><b>Complete plan review: 2017</b></p>
<p>7. Water Quality &amp; Watershed Protection</p>	<ul style="list-style-type: none"> <li>• Work with partners such as the Lake of the Woods District Property Owners Association, Rainy River and Lake of the Woods International Joint Commission and Experimental Lakes Area in lake stewardship</li> <li>• Continue to monitor land use planning controls as tools for watershed management</li> </ul>	<p>Wanda, Jeff, and Council</p> <p><b>Ongoing: 2016 - 2021</b></p>

**C. Longer Range Objectives & Tasks**

Item	Action	Responsibility
1. Land Assembly: Purchase of Crown land from MNRF	<ul style="list-style-type: none"> <li>• Complete purchase of property located at Red Indian Road and Highway 71</li> <li>• Complete purchase of property located across from TVO Road (former MNRF Fire Base property)</li> <li>• Request purchase of Crown land located between Nestor falls Government Dock and Hellier’s resort</li> </ul>	<p>Jeff</p> <p><b>Secure LUP for Red Indian Road and Highway 71: 2016</b></p> <p><b>Secure LUP for MNRF Fire Base lands: 2017</b></p> <p><b>Purchase Red Indian Road and Highway 71: 2017</b></p> <p><b>Secure LUP for MNRF Fire Base lands: 2017/2018</b></p>
2. Arts & Culture: Bridge and Falls cultural programming	<ul style="list-style-type: none"> <li>• Continue to host Moose N Fiddle Festival</li> <li>• Expand the “Artist in Residence Program” to include two more “Arts Pods”</li> <li>• Continue to publish the “Bridge &amp; Falls Summer Visitors Guide”</li> </ul>	<p>Denise &amp; Council</p> <p><b>Ongoing: 2016 - 2021</b></p>

3. Seniors Housing Needs Assessment	<ul style="list-style-type: none"> <li>• Prepare Terms of Reference for Seniors housing needs assessment</li> <li>• Secure funding</li> <li>• Retain consultant and complete study</li> </ul>	<p>Wanda &amp; KDSB</p> <p><b>Completion of Needs Assessment: 2018</b></p>
4. Promote Business and Economic Development Opportunities	<ul style="list-style-type: none"> <li>• Secure CIINO funding from FedNor to hire an EDO</li> <li>• Market the Township of Sioux Narrows-Nestor Falls as an attractive place for businesses to invest and grow</li> <li>• Work with local businesses to assist them with business expansion projects</li> <li>• Recruit new businesses to invest in new business opportunities in the Township</li> <li>• Work with local and regional lending institutions in business investment and expansion projects</li> <li>• Identify new business opportunities within the Township for potential investors</li> </ul>	<p>Jeff, Council</p> <p><b>FedNor Funding approvals: 2016</b></p> <p><b>Hire Economic Development Officer: 2017</b></p> <p><b>EDO Mentoring in undertaking Tasks &amp; Activities: 2017-2020</b></p>
5. Regional Municipal Partnerships	<ul style="list-style-type: none"> <li>• Participation in KDMA and NOMA</li> </ul>	<p>Wanda &amp; Council</p> <p><b>Ongoing: 2016 - 2021</b></p>
		Jeff & Wanda



6. White Moose Gold Course land transfer	<ul style="list-style-type: none"> <li>• Complete land transfer from Molloy estate for White Moose Golf Course</li> <li>• Issue Charitable Tax receipt</li> </ul>	<p><b>Execute land transfer documents: 2016</b></p> <p><b>Issue Charitable tax receipt: 2016</b></p>
7. Land Use Planning: Review of planning documents	<ul style="list-style-type: none"> <li>• Consolidation of amendments and correction of mapping errors</li> <li>• Review of planning documents</li> <li>• Approval of updated planning documents by Council</li> </ul>	<p>Jeff</p> <p><b>Consolidation and map update: 2017</b></p> <p><b>Planning document review: 2018-2019</b></p>

**7.0 SUMMARY**

The key to the use of this document is twofold. First, it should be used by Council as a guide for the allocation of resources for the duration of its term. Council should also reference the document as a framework for making decisions on priorities it faces on a day to day basis.

Council need to work with staff and use this plan to develop staff work plans on an annual basis. The tasks and activities set out in the plan would for part of their normal day to day duties.

Finally, the plan needs to be revisited on a regular basis. It is not so detailed and cumbersome that this is too onerous a task. This will ensure the Council is addressing any new issues that may have arisen since the adoption of the plan, and provide a means to keep track of progress in plan implementation.