

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

## **Strategic Plan and Vision Statement**



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## **1.0 INTRODUCTION**

The Township of Sioux Narrows/Nestor Falls's Corporate Strategic Plan is a tool for identifying a shared vision and focus for the municipality. The plan identifies priorities for the Township in applying limited resources to deliver municipal services and infrastructure.

The process of developing a strategic plan allows those within the municipality 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 individuals within the municipality, both staff and Council, to discuss and exchange ideas and eventually to come to a common vision. 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 revisiting.

## **2.0 VISION STATEMENT**

In Township of Sioux Narrows/Nestor Falls will take 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 famous Lake of the Woods. The municipality recognizes its quaint charm as a tourist town, and will strive to ensure that the highway corridor and 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 available 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. Sioux Narrows/Nestor Falls will be a leader in sustainable development in Northwestern Ontario. .

### **3.0 GUIDING PRINCIPLES**

In evaluating and determining its actions the Council and staff 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 ensure sound fiscal management
- ❑ Sioux Narrows/Nestor Falls will provide quality of life amenities and services for citizens and visitors
- ❑ Sioux Narrows/Nestor Falls will explore and pursue new opportunities
- ❑ Sioux Narrows/Nestor Falls will value and be responsible to its employees
- ❑ Sioux Narrows/Nestor Falls will understand 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**

The Council and staff of the Township of Sioux Narrows/Nestor Falls met on November 15<sup>th</sup> and 16<sup>th</sup> to identify and prioritize the issues facing the community over the next several years. The following is a summary of the key issues identified at the session.

### **1. Community Beautification**

- ❖ Highway corridor improvements
- ❖ Townsite improvements
- ❖ Mitigate clear cutting along highway corridors – protect view sheds
- ❖ Improvements on private property

### **2. Affordable Housing**

- ❖ Targeted to local residents
- ❖ Permanent year round housing
- ❖ Increase availability of affordable lots

### **3. Population**

- ❖ Concern with youth out migration
- ❖ Cost of living for seasonal workers as barrier
- ❖ Cost of living for seniors as barrier

### **4. Property Values**

- ❖ Acute increases in the value of waterfront property
- ❖ Tourist resort property worth more as real estate than as a resort business

## **5. Financial Resources**

- ❖ Small municipalities have limited financial resources to deal with pressing municipal issues

## **6. Government Regulation**

- ❖ Increasing government regulation is a barrier to the tourism sector of the economy
- ❖ Increasing government downloading places chronic stress on limited municipal resources

## **7. Lack of Physical Infrastructure**

- ❖ There is a lack of municipal water and sewer services
- ❖ Future development constrained by lack of services
- ❖ Existing landfills have a limited lifespan
- ❖ Enhanced telecommunications Infrastructure

## **8. Recreation and Cultural Infrastructure**

- ❖ Underutilization of existing recreation infrastructure
- ❖ Improvement required for White Moose Golf Course
- ❖ Infrastructure improvements required for Sioux Narrows Provincial Park
- ❖ There is a lack of a recreation/cultural/arts facility attraction

## **9. Environmental**

- ❖ Improvement is required in the area of solid waste reduction
- ❖ Recycling efforts need to be improved

- ❖ Solid waste collection services need improvement
- ❖ Partners are required in solid waste management
- ❖ There is a lack of water quality monitoring in area watersheds

#### **10. First Nations Partnerships**

- ❖ Improved partnerships are needed with neighbouring First Nations

#### **11. Regional Co-operation**

- ❖ Improved regional co-operation is required with other municipalities, organizations and agencies in the Lake of the Woods area

#### **12. Regional and Community Marketing**

- ❖ The municipality needs to build on existing regional and community marketing efforts

#### **13. Land Use Planning**

- ❖ Updated land use planning documents are required
- ❖ Local approval authority need to be expanded

#### **14. Community Economic Development**

- ❖ The municipality needs to be more prepared for attracting investment in the community, particularly in the area of mining

#### **15. Communication**

- ❖ Internal and external communication

## **5.0 PRIORIZATION**

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 were instructed 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.

### **Highest Priority – minimum of 80 points or more**

- Community Beautification
- Affordable Housing
- Environmental – Solid waste management
- Recreation and Cultural Infrastructure – better use of existing facilities and regional recreation/cultural/arts centre

### **Mid-level Priority – 30 to 50 points**

- Highway 71 Corridor Viewshed Management
- Development of water/sewer Infrastructure
- Enhanced telecommunications Infrastructure
- Regional Partnerships – First Nations
- Land Use Planning
- Communications

### **Lower Level Priority – 0 to 20 points**

- Population
- Financial and Human Resources
- Government Regulations
- Environmental – water quality monitoring
- Regional Partnerships – municipal, organizational and agency
- Community and Regional Marketing
- Community Economic Development – investment readiness

## 6.0 ACTION PLAN

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 Tasks

Item	Action	Responsibility
1. Community Beautification	<ul style="list-style-type: none"><li>• Development of Community Improvement Plan</li><li>• Landscaping, trees, sidewalks, etc.</li><li>• Façade Improvement/Signs</li><li>• By-law enforcement</li></ul>	Megan Jeff Council
2. Affordable Housing	<ul style="list-style-type: none"><li>• Identify candidate Crown land(s)</li><li>• Budget allocation for planning process</li><li>• Retain professional expertise</li><li>• Engage in EA process for land disposition</li></ul>	Council Debbie Wanda Jeff
3. Environment – solid waste management	<ul style="list-style-type: none"><li>• Open discussions with partner First Nations</li><li>• Budget allocation for planning process</li><li>• Development terms of reference for waste management and land use analysis</li></ul>	Council Debbie Megan Jeff

<p>4. Recreational and Cultural Infrastructure – facility use optimization</p>	<ul style="list-style-type: none"> <li>• Prepare analysis of existing fee structure and operating costs</li> <li>• Prepare advertising/marketing plan for recreational facilities</li> <li>• Develop additional recreation programs and events</li> </ul>	<p>Council Megan Judy</p>
<p>5. Recreational and Cultural Infrastructure – new recreation/cultural/art facility</p>	<ul style="list-style-type: none"> <li>• Define scope of project – pre-feasibility analysis</li> <li>• Budget allocation for planning process</li> <li>• Develop terms of reference for project</li> <li>• Determine location, scope, capital and operating cost</li> <li>• Identify potential funding partners</li> </ul>	<p>Council Megan Jeff</p>

## **B. Mid-level Priority Tasks**

<b>Item</b>	<b>Action</b>	<b>Responsibility</b>
1. Highway 17 corridor viewshed management	<ul style="list-style-type: none"> <li>• Contact MTO re: highway shoulder maintenance options</li> <li>• Develop Official Plan policies for viewshed protection and enhancement</li> <li>• Prepare zoning regulations in conformity with Official Plan policies</li> </ul>	Council Wanda Jeff Debbie
2. Development of water and sewer infrastructure	<ul style="list-style-type: none"> <li>• Budget allocation for feasibility analysis</li> <li>• Prepare terms of reference for pre-feasibility work</li> <li>• Retain professional engineering services</li> </ul>	Council Wanda Debbie Jeff
3. Enhanced telecommunications infrastructure	<ul style="list-style-type: none"> <li>• Research funding opportunities for potential public/private sector partnership</li> <li>• Contact KMTS, Tbay Tel and Bell for infrastructure and service improvements</li> <li>• Monitor “Colson Project” for potential partnerships</li> </ul>	Council Wanda Megan
4. Regional Partnerships – First Nations	<ul style="list-style-type: none"> <li>• Convene meeting with surrounding First Nations partners</li> <li>• Identify potential projects for partnerships</li> <li>• Maintain continuous and open communications</li> </ul>	Council Megan
5. Land Use Planning	<ul style="list-style-type: none"> <li>• Complete Official Plan based on MMA comments</li> <li>• Schedule public meeting per Section 17 of the Planning Act</li> </ul>	Council Debbie Jeff

	<ul style="list-style-type: none"> <li>• Council approval</li> <li>• Complete comprehensive zoning by-law in conformity with Official Plan</li> <li>• Schedule public meeting per Section 34 of the Planning Act</li> <li>• Council approval</li> <li>• Commence discussions with MMA re: subdivision/condominium approval authority</li> <li>• Analyze cost of professional planning services required for approval authority</li> <li>• Retain professional planning services and develop fee structure as appropriate</li> <li>• Secure approval authority from the Province of Ontario</li> </ul>	
6. Communications	<ul style="list-style-type: none"> <li>• Continue team building process with Council and staff</li> <li>• Regular meetings between Council and staff</li> <li>• Develop municipal newsletter for residents and visitors</li> </ul>	Council Wanda Megan

### **C. Lower Level Priority Tasks**

<b>Item</b>	<b>Action</b>	<b>Responsibility</b>
1. Population	<ul style="list-style-type: none"> <li>Monitoring</li> </ul>	Wanda Megan Jeff
2. Financial and Human Resources	<ul style="list-style-type: none"> <li>Monitoring</li> <li>Research funding opportunities from upper levels of government</li> </ul>	Wanda Council
3. Government regulations	<ul style="list-style-type: none"> <li>Monitoring</li> <li>Continue to participate in KDMA, NOMA and AMO as appropriate</li> </ul>	Wanda Council
4. Environmental – water quality monitoring	<ul style="list-style-type: none"> <li>Attend LOW Water Quality Forum in International Fall Minnesota in spring 2008</li> <li>Encourage residents to participate in “Lake Partner Program”</li> <li>Facilitate LOWDPOA “Docktalk” meetings in Sioux Narrows/Nestor Falls</li> <li>Engage discussions with Northwestern Health Unit: septic field inspections</li> </ul>	Council Jeff Northwestern Health Unit Ministry of the Environment Lake of the Woods District Property Owners Association
5. Regional Partnerships – municipalities, organizations and agencies	<ul style="list-style-type: none"> <li>Continue to participate with regional municipalities, organizations and agencies as appropriate</li> <li>Further develop role on Board of Director of the Lake of the Woods Development Commission</li> </ul>	Council Wanda Megan
6. Community and regional Marketing	<ul style="list-style-type: none"> <li>Continue to monitor and update website</li> <li>Continue, and enhance, partnership in “<i>Lake of the Woods Book</i>” and regional marketing tool</li> </ul>	Wanda Jeff Megan

<p>7. Community Economic Development – investment readiness</p>	<p>Continue to address gaps in service as identified in the MNDM “Investment Readiness Test” – ie., Community Profile, Web presence, etc.</p>	<p>Megan Jeff</p>
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## **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 annually. 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.