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The success of Shuniah's strategic planning process is a direct result of input from citizens and stakeholders, a committed team of staff, and a clear vision for the future. Council is looking forward to putting this plan into action and make changes to improve our community. I am proud to introduce Shuniah's Strategic Plan 2016-2020 On the Horizon – Improving Today, Inspiring Tomorrow.

This document is the result of extensive community engagement with residents and stakeholders. I was thrilled to see so many citizens eager to participate in this process through the survey, focus groups, and the open house. The input received allowed for the strategic plan to be customized to address the unique needs of our thriving community.

The strategic plan will guide Council and municipal staff in our decision making and goals in relation to community development, infrastructure sustainability, effective governance, and economic development. We plan to grow and enhance our community, utilize our assets efficiently, improve municipal services, develop new relationships, and increase economic development capacity without jeopardizing our quality of life. We are committed to proactive planning and making decisions that will lead to meaningful change, while maintaining to offer a safe, clean, friendly and prosperous community.

I would like to thank residents, Council, and the implementation team for their input, advice, and commitment to this initiative. None of this would have been possible without your dedication and support. We are eager to get started on this exciting journey!

Sincerely,

Mayor Wendy Landry



Every successful journey starts with choosing a destination and making a plan to get there. Strategic planning is a lot like preparing for a new journey. The basic purpose of the strategic plan is to ask and answer four sets of questions about the Municipality:

- What do we want to accomplish?
- Where are we today and what are the characteristics of our organization and environment?
- On what strategies will we focus our energy and resources?
- How will we monitor and evaluate our progress?

On the Horizon – Improving Today, Inspiring Tomorrow is about protecting what makes our community a great place to live, supporting sustainable initiatives and preparing to meet the challenges ahead. When the project to create this plan was launched, our Mayor and Council were especially concerned that the residents of Shuniah had opportunities to shape the strategic themes and objectives of the new plan, so a key component of our Strategic Plan development was community engagement. Input from Shuniah's residents provided our Plan Development Team with starting points that could bring us closest to our common goals.

This booklet will give you a birds-eye view of where we'd like Shuniah's new Strategic Plan to take us over the next five years. We invite you to join us on the journey from here to 2020.

OUR MISSION, VALUES & VISION

The Mission, Values, and Vision of our new Strategic Plan describe the spirit in which On the Horizon was drafted and how it is implemented. How you approach a task, challenge or opportunity can be as crucial to success as the steps designed to get you there.

MISSION

Shuniah is committed to providing the highest quality of life by building a healthy rural community through the delivery of essential services provided by responsible leadership, planning and effective management of municipal resources.

VALUES

Within the next 5 years, On the Horizon will guide Shuniah's progress toward a more connected, collaborative, accessible and sustainable community where residents thrive, businesses succeed and excellent governance balance the challenges and opportunities in our unique community.

VISION

From 2016-2020, Shuniah's municipal leaders and staff will strive to ensure that our actions and initiatives under the direction of our new Strategic Plan are inspiring, sustainable, pro-active, collaborative and accessible to our community.

INSPIRING
SUSTAINABLE
PROACTIVE

COLLABORATIVE



COMMUNITY INPUT

The voices of our community members were the focus of the first phase of On the Horizon's development. Through Focus Groups, Surveys and a Community Input Session held at the McGregor Centre, over 200 residents provided input on what they saw as Shuniah's top priorities for the near future. Feedback included satisfaction levels with current services, interest in various development options and a lot of new ideas to consider.





STRATEGY DESIGN

After careful consideration of the feedback collected, Municipal Staff and Leadership participated in a series of workshops that developed On the Horizon from a collection of ideas and concerns to a defined plan with clear objectives. Our values and vision for the plan will help guide our efforts and evaluate our progress as we implement our goals through action plans.

TRENGTH

• Residents report high quality of life/satisfaction with their community

- Good maintenance of roads and bridges, consistently high satisfaction levels reported
- Proximity to Thunder Bay with access to affordable services
- Strong sense of community identity and appreciation for the land
- Policing Services strong with low crime rates
- Municipality provides personalized and progressive services
- Accessibility of services provided, and responsiveness and commitment of Council and staff are highly rated
- Provision of Emergency, Fire, and First Response Services have high approval rates
- Fiscally responsible while maintaining affordable taxation levels
- Existing community programs well supported by residents (ex. Youth centre & Soil Mates Gardening Club)
- Many beautiful recreational assets including Wild Goose Park, Mount Baldy Ski Area, trails, Silver Harbour etc.

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Scenic geography used to attract visitors and new residents

- Promote our unique community identity
- Develop, expand, and identify all recreational opportunities (ex. Convert Kinghorn rail line to multi-use trail system)
- Promote existing recreational areas and trails
- Synergies between resident wants and economic development (i.e. high demand for community events that could attract more economic activity, like tradeshows)
- Potential revenue generators could be implemented at popular recreational areas, (i.e. hawkers and peddlers licensing, parking fees or passes for Wild Goose)
- Utilize community assets to host events, services, meetings, and activities (ex. McKenzie School & MacGregor Rec Centre)
- Create shared spaces throughout Shuniah with regular activities/events to bring residents together (ex. Community Hub)
- Undertake Partnerships with Lakehead University or Confederation College to bring services provided by recent graduates to the community
- Work with other small, rural municipalities to assess improvement options and gather strength in numbers on important issues

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A SWOT ANALYSIS PROVIDES CRITICAL INSIGHT INTO THE MUNICIPALITY OF SHUNIAH'S CURRENT STATUS AND HIGHLIGHTS GAPS BETWEEN OUR CURRENT AND FUTURE DESIRED STATE.

- Lack of long-term financial strategy for all municipal services
- Limited public transportation, utilities, and internet services due to expansive geographic dispersal area
- Low activity in commercial and industrial sector balanced with resident community identity
- No tourism strategy or promotion of what Shuniah community has to offer visitors
- Concerns about landfill and waste disposal (needs long-term plan and communication with residents)
- Announcements, notifications, by-law and other information and signage should be proactive and consistently distributed across all communication tools
- Residents divided based on seasonal vs. permanent residency in the community
- Low diversity of tax base with heavy dependence on residential property tax
- Lack of community events and activities year-round to keep community members engaged and connected
 - Lack of waterfront access strategy
 - No administrative office hub located in Municipality
 - Limited employment opportunities & no employment hub
 - McKenzie School closure
 - Aging population with little or no services/programs for aging-in-place within municipality
- Maintaining a reasonable tax rate while costs of services increase and government funding decreases
- Economic competition from Thunder Bay weakens ability to attract/retain businesses to area
- Ability of market to bear costs of recreational properties
- Long-term housing corrections (i.e. aging population; assessments could change)
- Intense weather patterns may damage infrastructure or make expensive upgrades necessary

COMMUNITY DEVELOPMENT



Develop Outdoor Spaces and Promote Shuniah's Natural Beauty



Create and make available on Municipal website a comprehensive listing of Shuniah Recreational spaces, trails, beaches and facilities *

Consider the launch of a community beautification initiative**



Support Community Togetherness

Support initiatives to facilitate community events to bring residents together*

Support the development of Community Togetherness Committee of volunteers to organize and facilitate events**

Create "Welcome Wagon" information packages for new residents*

Review a unified approach to the best use of municipal buildings and reduce redundancies**

* SHORT TERM 1-2

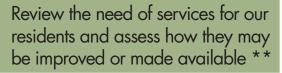
** MEDIUM TERM 3-4

*** LONG TERM 5+ (YEARS)

ENHANCE QUALITY OF LIFE AND INCREASE COMMUNITY ENGAGEMENT OF ALL RESIDENTS IN SHUNIAH



Ensure Necessary Programs and Services are Accessible and Available in Shuniah



Explore greater utilization of community assets and facilities to create spaces for new or expanding services/programs *

Increase services and supports for seniors to age in the community*

Create an 'Age Friendly Community Plan'*

Foster relationship with Lakehead Public School Board and take steps to protect McKenzie Public School as an important part of the Shuniah community *



Enhance and Increase Use of Our Recreational Assets

Capture and map existing recreational trails, sites, and accessibility points for the lake and tourist attractions**

Create an interactive recreational map available on Shuniah website**

Pursue resources and information to support the use of recreational trails and activities**

Pursue opportunities to expand recreational facilities and trails in line with community needs and levels of use*

Assess options related to the Rails to Trails project as they relate to community interest*

Support continuous improvements to recreation and leisure amenities, particularly those that support an expected quality of life**

INFRASTRUCTURE SUSTAINABILITY

HAM TO THE



Proactive Asset Management



Continue Road Maintenance Services and Develop Improvement Plans

Development and implement new Asset Management Plan*

Review and conduct feasibility studies on property and lands that can be developed for community use and activities**

Pursue opportunities to address landfill concerns and improve related services * * *

Complete Master Water and Waste Water Servicing Options Study to support our Official Plan and show good stewardship in land use planning in our Municipality* Review and assess the options for road servicing that best meets the needs of our residents ***

Investigate resident request for improved signage and lighting along main roads**

* SHORT TERM 1-2

** MEDIUM TERM 3-4

*** LONG TERM 5+ (YEARS)

PROVIDE AND IMPROVE ESSENTIAL SERVICES AND PROGRAMS AND MAINTAIN COMMUNITY INFRASTRUCTURE



Plan for Sustainable Development



Continue to improve Land Use Planning for long-term sustainable development***

Assess Municipal land for potential commercial and industrial use opportunities**

Review the impact of changes to recreational property designation***

Through the Strategic Framework and Action Plan of the Provincial governments Community Hubs in Ontario, review the opportunities for partnerships, collaboration and innovation as it relates to MacGregor Rec Centre and McKenzie Public School*

Lobby the Provincial government for Remote School Designation for McKenzie Public School*

Investigate opportunities to utilize all buildings and facilities in our community as they relate to service delivery hubs such as walk-in clinics and health services*





New Strategic Plan Project Launches



Continuously improve our website to ensure that it is effective and efficient at distributing information and announcements*

Review alternative forms of social media such as Facebook and Twitter to effectively distribute news and information **

Create FAQ section on website*

Consider alternatives for communication for "offline" residents**

Realize the importance and impact Shuniah News and review increasing number of issues*



Maintain or Improve the Provision of Social, Emergency and Police Services

Be an active and vocal champion for fair levy's for social services and ensure our community receives the services that best suit the needs of our residents*

Continue to monitor and evaluate the cost effectiveness of agency services such as TBDSSAB, TBHealth Unit, Police Services and Ambulance Services. **

Build relationships with utilities and organizations that provide services to our residents and advocate on their behalf.**

ACCOUNTABLE, TRANSPARENT, RESPONSIVE LEADERSHIP AND PLANNING



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Ensure Fiscal Sustainability and Transparent Governance

Ensure consistent enforcement of Municipal by-laws and permit acquisition**

of Municipal By-Laws

Ensure that all residents, with emphasis on new residents, are well informed of Municipal bylaws that have a heightened impact such as zoning, building, and impact of associations*

Lead and advance our leadership position as stewards of lakes and land by safeguarding water quality and optimizing waste diversion practices that reduce future landfill requirements*** Ensure that Administration provide regular and current financial assessment with projections to measure ability to maintain sustainable and affordable property taxation levels*

Work with neighbouring municipalities to increase efficiencies, share best practices and increase capacity to achieve shared goals**

Develop and Implement long-term financial strategy*

* SHORT TERM 1-2

** MEDIUM TERM 3-4

*** LONG TERM 5+ (YEARS)

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ECONOMIC DEVELOPMENT



Increase Economic Development Capacity and Initiatives



Create Economic Development Connections in Region

Assess the impact and seek funding to hire Economic Development Officer (EDO)**

Implement short-term (3year) Economic Development planning**

Update Community Profile and create fact sheet for Small Businesses who might be interested in locating themselves in Shuniah**

Complete comprehensive Retail
Market Research – Benchmark
Studies of comparable "Bedroom
Communities" and successful
Economic Development
Strategies***

Strengthen relationships with neighbouring communities' Economic Development departments***

EDO to develop relationship with City of Thunder Bay CEDC**

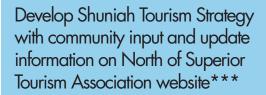
Create Economic Development portal on website that directs business owners and entrepreneurs to fact sheet, EDO contact information and other useful information**

Forge a strong, dynamic working relationship with the Shuniah business community**

CREATE OPPORTUNITIES AND SUPPORT LOCAL BUSINESSES AS THEY ENHANCE OUR COMMUNITY



Develop Resources to Support Local Economic Activity



Create Shuniah Business Directory on Shuniah website and update regularly*

Support initiatives that will increase employment opportunities in the Municipality***

Promote and leverage Shuniah's recreation and leisure amenities as a means to support local economic activity, tourism, and strengthen community ties**



Ensure Balance Between Economic Growth Opportunities and Community Priorities

Develop protocol to review all new major economic development initiatives with community members via community information session or online open comment forum***

Ensure Economic Development Planning action items are consistent with On the Horizon Values and Community Input***

* SHORT TERM 1-2

** MEDIUM TERM 3-4

*** LONG TERM 5+ (YEARS)

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Strategic Plan Progress Reports will be provided each year to keep you informed about our progress on each Strategic Direction.

By working together, we gain momentum and motivation for the path that lies ahead. We envision that Shuniah will be an even more inspiring, sustainable, proactive, collaborative and accessible community when On the Horizon is complete.



Photo. Mary Chadwick

We will reach out to local businesses in the coming year to launch Strategic Actions in support of our economy.



Each of the goals listed under our Strategic Directions contain additional objectives and priority actions to be completed over the next 5 years. Just as we needed our community's input to develop these plans, we need community support and participation to ensure their success.

Opportunities for community members to participate in the Strategic Actions will be announced to the community via our newsletter and Municipal website.

THANK YOU TO CONTRIBUTORS!

MANY PEOPLE WERE INSTRUMENTAL IN THE DEVELOPMENT OF ON THE HORIZON. WE WOULD LIKE TO SINCERELY THANK ALL OF THOSE WHO CONTRIBUTED TO OUR NEW STRATEGIC PLAN.

RESIDENTS:

Survey Participants
Focus Group Participants
Community Information Session Participants

MAYOR & COUNCIL:

Wendy Landry, Mayor Donna Blunt, Councillor Ron Giardetti, Councillor Don Smith, Councillor Duff Stewart, Councillor

IMPLEMENTATION TEAM:

Paul Greenwood, CAO Nadene Hunley-Johansen, Manager of Planning Andrea Strawson, Administration

MANAGEMENT:

Craig Baumann, Manager of Operations Blair Arthur, Fire Chief/By-law Enforcement

STRATEGIC PLANNING CONSULTING SERVICES BY:





On the Horizon:
Improving Today, Inspiring Tomorrow

www.shuniah.org