

Pillar I: Community Development

Develop Outdoor Spaces & Promote Shuniah's Natural Beauty	Support Community Togetherness	Ensure Necessary Programs and Services are Accessible and Available in Shuniah	Enhance and Increase Use of Our Recreation Assets
<p>Improve and promote information on public green spaces, trails and parks</p> <p>Create and make available on Municipal website a comprehensive listing of Shuniah recreation spaces, trails, beaches and facilities.</p> <p>Consider the launch of a community beautification initiative</p>	<p>Support initiatives to facilitate community events to bring residents together</p> <p>Support the development of Community Togetherness Committee of volunteers to organize and facilitate events</p> <p>Create "Welcome Wagon" information packages for new residents</p> <p>Review a unified approach to the best use of municipal buildings and reduce redundancies</p>	<p>Review the need of services for our residents and assess how they may be improved or made available</p> <p>Explore greater utilization of community assets and facilities to create spaces for new or expanding services/programs</p> <p>Increase services and supports for seniors to age in the community</p> <p>Create an 'Age Friendly Community Plan'</p> <p>Foster relationship with Lakehead Public School Board and take steps to protect McKenzie Public School as an important part of Shuniah Community</p>	<p>Capture and map existing recreation trails, site and accessibility points for the lake and tourist attractions</p> <p>Create an interactive recreational map available on Shuniah website</p> <p>Pursue resources and information to support the use of recreational trails and activities</p> <p>Pursue opportunities to expand recreational facilities and trails in line with community needs and levels of use</p> <p>Assess options related to the Rails to Trails project as they relate to community interest</p> <p>Support continuous improvements to recreation and leisure amenities, particularly those that support an expected quality of life</p>
		<p>Increased promotion of events through Shuniah News and social media (both municipal and resident driven events); increased presence at Silver Harbour Days; shuffleboard league added, more needs to be done</p> <p>Additional efforts and clarification needed in this area; increased number of Town Hall sessions</p> <p>Booklets were created for new residents and handed out when known about a new resident</p> <p>Additional work and clarification needed on this item; initiated undertaking of Fire Master Plan; funding acquired for full review of facilities for AMP</p> <p>Council initiated Organizational Review to improve service delivery and effective and efficient use of resources: playground added, increase in programming at rec centre; under the Accessibility for Ontarians with Disabilities Act (AODA) prepare multi-year 2024-2028 plan; accessed full Provincial COVID funding for remote work, continuity of operations, HVAC installation at Rec Centre, outdoors amenities, Rink Shack upgrades, student tutoring services.</p> <p>Community recreation programming has increased significantly, new playground at Wild Goose and Pavilion being built; Shuniah Day Camp has returned and plans for 2024</p> <p>Significant increase in activities; additional efforts and clarification needed in this area.</p> <p>Age Friendly Community Plan created in 2017</p> <p>Staff and Council attended the LDSB Annual Community Planning and Facility Collaboration meeting; delegations submitted to Ministers; we have Council representative sitting on the Executive Committee of the Community School Alliance for Ontario Municipalities.</p>	<p>Master Parks and Rec Plan completed; signage added at Wild Goose; entrance direction sign away from W.G.B Association road; paved entrance and parking lot at Wild Goose; addition of composite picnic tables to Wild Goose, addition of electronic sign at Rec Centre and 'welcome signs' through the Mainstreet Revitalization Funding.</p> <p>Master Parks and Rec Plan completed; need to expand website pages with additional information</p> <p>Community and Economic Development Coordinator (CEDC) promoted initiative over 2 years to launch committee; Shuniah entrance signs added on Lakeshore and Hwy 11/17 and at Wild Goose Park; participation in litter pickup campaign</p> <p>Master Parks and Rec Plan; additional work is needed in this area; signage added;</p> <p>Outstanding.</p> <p>Discussions with trail groups (local and provincial); application of funding for hydro to Wild Goose Park with some lighting added for trail</p> <p>Playground added at Wild Goose and pavilion currently being constructed</p> <p>Discussions ongoing with CN and pursuing options of acquisition or licence to use as pedestrian trail.</p> <p>playground added, recreation programming increasing; high-speed internet upgrade at MacGregor Rec Centre</p>

Pillar II: INFRASTRUCTURE SUSTAINABILITY

Proactive Asset Management	Continue Road Maintenance Services and Develop Improvement Plans	Plan for Sustainable Development	Utilize Assets Efficiently to Develop Community Hubs
Development and implement new Asset Management Plan	Review and assess the options for road servicing that best meets the needs of our residents	Continue to improve Land Use Planning for long-term sustainable development	Through strategic framework and action plan of the provincial governments, community hubs in Ontario, review the opportunities for partnerships, collaboration and innovation as it relate to MacGregor Rec and McKenzie Public School
Asset management plan is implemented and is ongoing as a living document (updated and managed by municipal staff)	Road needs study completed; asset management plan; Town Hall meetings and Shuniah News; public meetings at Budget Deliberations.	New Official Plan (7 years in the making); brochure 'guides' developed for OP and Zoning Amendment steps; new Planning Applications section of website; increased use of Professional Planners; building relations with commenting agencies (LRCA, TBDHU)	Multi-purpose pavilion; new SNEMS ambulance base;
Review and conduct feasibility study on property and lands that can be developed for community use and activities	Investigate resident request for improved signage and lighting along main roads	Assess Municipal land for potential commercial and industrial use opportunities	Lobby Provincial government for Remote School Designation for McKenzie Public School
Inventory completed; need further study and plan of action; improvements made related to encroachment agreements; decision and by-law passed to address Silver Harbour Road Allowance Use with individual agreements and annual	New lighting has been added at multiple locations; fire numbers and direction signs installed	Industrial park study was completed; administration working with developers and residents to find opportunities and paths towards development.	Delegations submitted at ROMA and AMO; Council seat on Community School Alliance
Pursue opportunities to address landfill concerns and improve related services		Review the impact of changes to recreational property designation	Investigate opportunities to utilize all building and facilities in our community as they relate to service deliver hubs such as walk-in clinics and health services
This is an ongoing operation looking at expansion and other methods to dispose waste; Good Neighbour Building added; website page with detailed landfill information on operations and recycling/reuse; pursuing Hwy 527 expansion		Completed. New Official Plan has moved from seasonal/recreational dwellings to permanent dwellings. All dwellings, whether they are used seasonally or year-round have the same planning requirements including water and septic.	Rec Centre has been used for various clinic such as vaccinations and breast screening bus
Complete Master Water and Waste Water Servicing Options Study to support Official Plan and show good stewardship in land use planning in our Municipality			
Completed in 2017 in order to move forwarded with new Official Plan, implementation of Green Star in 2019/20; rescinding of Green Star in light of new requirements of MECP.			

Pillar III: EFFECTIVE GOVERNMENT

Consistent, Accessible and Clear Communication		Maintain or Improve the Provision of Social, Emergency and Police Services		Ensure Consistent Enforcement of Municipal By-laws		Ensure Fiscal Sustainability and Transparent Governance	
Continuously improve our website to ensure that it is effective and efficient at distributing information and announcements	Website completely revamped through Fire Dog communications; administration continuously work to improve ability to find information, ensure information is comprehensive, and increase ease of searching for documents; CivicWeb has also been invaluable to ensure residents have access to Council Agenda and Minutes;	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 residents	Shuniah has worked with other local rural municipalities to lobby local and provincial agencies for fair agency levy's for services; our Mayor continues to have a strong presence as President of NOMA and sits on the AMO board;	Ensure consistent enforcement of Municipal by-laws and permit acquisition	Administration has worked to streamline complaints to provide faster response, has coordinated efforts with Chief Building Official on building without permits, has worked more closely with legal services to address outstanding contraventions; have strengthened relations and response with contracted OPP services and community policing	Ensure that Administration provide regular and current financial assessment with projections to measure ability to maintain sustainable and affordable property taxation levels	Council receives quarterly financial statements and reports and receives a 10 year operating and capital forecast at budget time plus a 10 year projection of operating reserves, capital reserves and gas tax reserve balances; all of these documents are available through CivicWeb and Shuniah website; major reports including Organizational Review also on website
Review alternative forms of social media such as Facebook and Twitter to effectively distribute news and information	Shuniah now has Facebook page and is on Instagram; administration has also used paid advertising through Facebook to promote survey input.(i.e.. survey for Community Safety and Well-Being plan)	Continue to monitor and evaluate the cost effectiveness of agency services such as TBDSSAB, Health Unit, Police Services and Ambulance	Administration reviews and monitors agency budgets and value to residents; Council members sit on Agency boards (Councillor Chomut - Chair of TBDSSAB, Don Smith - sits on TBDHU board and is chair of Shuniah Police Service Board); Council and Administration have been active in and responsive to the new Superior North EMS Master Plan for the region and have partnered in the planning and construction of the new Ambulance Base in Shuniah.	Ensure that all residents, with emphasis on new residents, are well informed of Municipal by-laws that have a heightened impact such as zoning, building, and impact of associations	Addition of Residents Guide; encourage residents to contact Municipal office for preconsultation on building and development plans, there have been numerous meetings specifically with Association representatives throughout 2022 and 2023	Work with neighbouring municipalities to increase efficiencies, share best practices and increase capacity to achieve shared goals.	Multiple by-laws, policies and other items have been shared with other municipalities and Shuniah has received information from other municipalities to avoid reinventing the wheel when preparing new items; neighbouring communities work collaboratively through Lakehead Rural Municipal Coalition(LRMC) meetings held bi-monthly;
Create FAQ section on Website	A area of concern has been that of Associations to which a Frequently Asked Question section has been added for Associations; administration reviews the website analytics to see what residents are accessing most and making improvements on those analytics	Build relationships with utilities and organizations that provide services to our residents and advocate on their behalf	Administration works both with local utilities and the funding sources to advocate for improved broadband services, hydro and gas; Council has worked with TBayTel to support funding applications for the installation of fibre in Shuniah;	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	Have improved relations and coordination of services with Lakehead Region Conservation Authority, Ministry of Environment and Thunder Bay District Health Unit towards the protection of our lakes and land; landfill operations has begun the Blue Box recycling transition to be 100% producer funded to which Council has entered into new agreements.	Develop and implement long-term financial strategy.	This is an ongoing item as it ties together with asset management. Council receives a 10 year forecast at each budget session; Council have recently passed policy for reserve fund and investment strategies; implementation of Fire Marque to recover fire department costs through insurance companies; moved MTO invoicing of fire calls to Finance Department.
Consider alternative for communication for "offline" residents	Administration continuously finds alternatives for those residents that do not have access to online resources;						
Realize the importance and impact Shuniah news and review increasing number of issues.	The Shuniah News has moved from a quarterly publication to a bi-monthly publication						

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Pillar IV: ECONOMIC DEVELOPMENT

Increase Economic Development Capacity and Initiatives		Create Economic Development Connection in Region		Develop resources to Support Local Economic Activity		Ensure Balance Between Economic Growth Opportunities and Community Programs	
Assess the impact and seek funding to hire Economic Development Officer (DEO)	Community and Economic Development Officer hired for a period; the completion of an Organizational Review indicated a lesser necessity for dedicated staff to economic development	Strengthen relationship with Economic Development departments	CAO has met with City and CAOs regarding rails to trails development, CAO has met and shared information and discussed opportunities with MND Northern Development Division (ie. EV batteries, industrial park,...)	Develop Shuniah Tourism Strategy with community input and update information on North of Superior Tourism Association Website	Tourism Strategy was completed in 2019	Develop a protocol to review all new major economic development initiatives with community members via community information session or online open comment forum	To be further developed; currently there is a public process to consider planning considerations for any OP or Zoning amendments and additional website presence for planning applications.
Implement short-term Economic Development Planning	Fostered relations with Thunder Bay CEDC that are ongoing; procured the MacGregor Industrial Feasibility Study; ensure that both residential and commercial/industrial tax rates are reasonable and attractive to economic development	EDO to develop relationship with City of Thunder Bay CEDC	Sharing information with CEDC on commercial property, available services and industrial park studies	Create Shuniah Business Directory on Shuniah Website and update regularly	This is on the website and updated as new information is received; addition of Hwy signage for business section; mapping of businesses included on each annual Shuniah calendar.	Ensure Economic Development Planning action items are consistent with On the Horizon Values and Community Input	Ongoing review and update of actions tied to goals of Strategic Planning.
Update Community Profile and create fact sheet for Small Businesses who might be interested in locating themselves in Shuniah	Developed Community Profile document of Statistics and Facts for investors;	Create Economic Development portal on website that directs business owners and entrepreneurs to fact sheet, EDO contact information and other useful information	This is on the website	Support initiatives that will increase employment opportunities in the Municipality	Council and administration support a vision of being "open for business" when approached by residents; incorporate opportunities within Official Plan and Comprehensive Zoning By-law		
Complete comprehensive Retail Market Research - Benchmark Studies of comparable "Bedroom communities and successful Economic Development Strategies	Partnered with Local Intel Inc. to provide online Business and Investment Assistance to local businesses and entrepreneurs; additional work to be done in this area.	Forge a strong, dynamic working relationship with the Shuniah business community	Work in progress; administration takes every opportunity to work with current and prospective business to find opportunities to pursue development within Shuniah	Promote and leverage Shuniah's recreation and leisure amenities as a means to support local economic activity, tourism, and strengthen community ties.	Promote and support events held within Shuniah (i.e. Mount Baldy - Ontario Winter Games; Mud and Suds and Little Muckers event; Can Am Police Fire Games - events held in Shuniah; Pro-am Paddleboard event at Wild Goose)		