

Manitouwadge  
Strategic  
Planning  
2021-2025



Draft, June 23, 2021



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## Preface:

Changing times demand decision-makers who are in touch with their customers, aware of trends and prospects and understand the strengths of their organization. Strategic planning is a tool to assist council and administration to manage changing times.

The strategic directions for the Township of Manitowadge reflect the collective insights and wisdom of municipal Council, administration and residents. With time and through experience, this strategy will mature and increasingly reflect the full range of Manitowadge circumstances, prospects and aspirations. The strategy is as current as the date of the most recent update, and it reflects the understanding of the municipal situation at that time.

These strategic directions are the Township's strategy from both a corporate and community perspective and are to assist in realizing the best future possible for the community. The priorities identify ways in which council and administration will strive to enhance the community, while recognizing and protecting what makes Manitowadge unique.

The strategy is a work in progress -- upon annual review, it will continue to evolve by updating new and evolving priorities and capturing emerging opportunities. Through the annual review of the Strategic Plan, Council's priorities will be reflected through on-going consideration to capitalize on senior government investments in both the province and nation.

This document is comprised of sections, which remind Council and guide staff on the priorities of those who have taken time to participate in its development. The attached Appendices are for information and reference purposes only. The Appendices describe the evolving history of Manitowadge, the background work that support the strategic initiatives of the Municipality, and trace the deliberations to formulate these strategic directions.

## STRATEGIC VISION:

The strategic vision for the Township of Manitouwadge is forward looking and describes the community that citizens would like to live in. This vision combines those aspects of the community most valued by residents today with concepts about how the community can evolve to build an even better community for future generations.

**A trusting, secure, affordable, healthy, inclusive and spirited community of opportunity where residents look out for each other, share a strong sense of camaraderie, and are proud to call Manitouwadge home.**

This vision statement will be used as a basis for preparing the current strategic directions for the community.



## STRATEGIC MISSION:

The strategic mission of the Township of Manitouwadge is the role that the municipality should ideally play in realizing the community that citizens would like to live in.

This mission reflects the services provided by the Township which are most valued by residents today. Insights into how this role evolves in the foreseeable future is reflected in the changing needs, aspirations, and capacity of municipal ratepayers. Through the annual review of the Strategic Plan, Council can give priority to various initiatives, keeping in mind the community priorities that can best be served by the Corporation.

**The Municipality, working together with our partners, will provide a transparent, accountable, accessible, responsive and visionary local government. We will provide a mix of reliable services that support a safe, healthy, affordable, attractive and spirited living environment, while positioning the community for economic expansion. The Corporation will be a rewarding, dynamic, team-oriented workplace that produces value for taxes.**

This mission statement will be used as a basis for preparing the current strategic directions for the Township.

# CORPORATE VALUES

The Corporation has the dual role for residents by providing both governance and local services. The Corporation is also a workplace with the potential to inspire employees to provide superior services and governance on behalf of residents.

## Values for Local Governance

Council believes that the following values should be honored in the provision of local governance:

### Transparency

Municipal decision-making should be transparent and understandable in a way that engenders confidence in ratepayers and facilitates informed and meaningful participation by ratepayers.

### Openness

The records and deliberations of the Municipality should be open and accessible except as otherwise provided for in legislation. Open communication leads to a successful, accountable local government.

### Engaging Ratepayers

Residents are interested in municipal affairs. They should have the opportunity to become informed and knowledgeable about local governance. They should be encouraged to meaningfully engage in the affairs of the Municipality. Informed and involved stakeholders will strengthen municipal governance. Media has an important role to play in informing and involving stakeholders.

## Valuing the Public Trust

Having the public trust is essential to the success of the Municipality. That trust is valued -- it must be earned and it should be maintained. An important part of building trust is the clear communication of accomplishments in terms that matter most to the residents.

## Responsiveness

Council and administration must be responsive to the wishes of residents. The divergent views of residents will be respected and Committees of Council will be sought.

## Accountability

Council is accountable for the governance and provision of services in the Municipality. Administration is responsible for implementing the direction of council. Council and administration are entirely answerable to all residents for actions and outcomes with which they are charged.

## Forward-Looking

The Municipality should be governed in a manner that anticipates changing circumstances while respecting the needs and capacities of future generations.

## Regional Advocacy

The Township values its relationships with our neighboring First Nations and municipalities. These positive working relationships provide enhanced value to ratepayers as a result of cooperative, respectful partnerships. The Township will actively participate in the development, promotion and advocacy of the region.

## Fostering Reasonable Expectations

Council and administration will work with residents to outline the relationship between the services provided and ratepayer capacity to sustain those services.

# Values for Municipal Service Provision

Council believes that the following values should be honored in the provision of local services:

## TIMELINESS

Municipal services should be delivered within a time frame that meets the needs of those receiving the service. The Township will strive to respond to resident requests in a timely manner, acknowledging receipt of emails, regularly updating voicemail messages to inform callers when staff are away for extended periods of time, and using the out-of-office alert for emails.

## RELIABILITY

Municipal services should be reliable to the degree that they do not, through service interruption, cause substantial disruption to the resident. The resources dedicated to ensure reliability should be commensurate with the impact of a disruption, should a service interruption occur.

## PROVIDING SAFETY AND SECURITY

Municipal services should be delivered in a manner that places a premium on the safety, security and good health of residents.

## PERSONAL FRIENDLY SERVICE

Council and administration should be congenial in providing municipal services that are sensitive to the individual needs of residents.

## COMMUNITY TEAMWORK

Council values and respects the skills and community-minded spirit of residents. Council wishes to harness the community's full potential through volunteerism, and encourages the community to contribute in the achievement of a wide range of municipal services.

# Values for Managing Municipal Resources

Council believes that the following values should guide the management of municipal financial and material resources:

## SUSTAINABLE COMMUNITY

Servicing costs should be within levels that can be sustained by current and future ratepayers. Council will anticipate and prepare for change in the community, providing facilities, services, development controls and a quality of life that attracts and supports new residents and employers.

## FLEXIBILITY TO MEET FUTURE NEEDS

Municipal finances should be managed with latitude to respond to future needs and challenges without exceeding tax loads that can be comfortably sustained by ratepayers.

## REDUCING VULNERABILITY

Through the approval of the annual budget, Council provides input into the Township's financial position to ensure the sustainability of service provision balanced with the ability to plan for future development.



# Values for the Municipality as a Workplace

## OVERRIDING PRINCIPLES FOR WORKING RELATIONSHIPS

The Municipal team recognizes the difference between the roles of Council and administration. Accountable to the electorate, Council's role is to establish policy and controls that ensure their policies are implemented. Based on this policy direction, Council empowers staff to deliver approved programs and services to the residents of Manitouwadge. We recognize a need to foster an environment of mutual trust and respect on the Municipal team through on-going communication and professionalism.

Council believes that the following values should be honored in the Municipal workplace:

### FAIRNESS & EQUITY

All elected officials, appointees and employees of the Municipality should be treated with fairness and impartiality.

### RECOGNITION FOR ACCOMPLISHMENT

Municipal employees should be recognized for their accomplishments in a manner that clearly rewards innovation, excellence and exceptional public service.

### EMPLOYEES VALUED

Employees are integral to the provision of good governance and exceptional service and are expected to make a significant contribution to achieving the mission of the Municipality. Employees are recognized in their role as ambassadors in the community.

### WORKING AS A TEAM

Council, appointees and employees will work together towards achieving common goals.

### ONGOING DIALOGUE

The dialogue between Council and administration should be meaningful and on-going.

# STRATEGIC DIRECTIONS FOR THE CORPORATION

The 2021-2025 strategic directions of the Corporation of the Township of Manitouwadge are expressed below:

The goals and objectives identified in this Strategic Plan fall within five areas of importance to the success of the Municipality in fulfilling its role in the community.

## THE WORK ENVIRONMENT

It is strategically necessary to establish and maintain a healthy and effective working environment within the Corporation.

## FINANCIAL HEALTH

It is essential to maintain the financial health of the Corporation.

## QUALITY OF LIFE

The Municipality must continue to support an exceptional quality of life in the community by providing services tailored to the needs of the community as they exist and as they emerge.

## THE LOCAL ECONOMY

The Corporation must play a role in positioning the community to attract and to expedite the development of new or expanded economic endeavors.

## OPEN AND EFFECTIVE LOCAL GOVERNMENT

To properly determine and to meet the needs and wishes of the community it is essential that Council and its administration provide effective, open and accountable local government.

# GOALS AND OBJECTIVES 2021-2025

## THE WORK ENVIRONMENT

**GOAL:** TO ENSURE THAT COUNCIL IS MORE COHESIVE AND INFORMED

OBJECTIVES:

- Develop a Council-Staff Relationship policy that improves the lines of communication
- Seek training opportunities for Council members
- Ensure funds are available in the annual budget for Council to attend regional, provincial and federal municipal conferences

**GOAL:** TO IMPROVE TEAMWORK BETWEEN COUNCIL, ADMINISTRATION AND STAFF, INCLUDING RE-EXAMINATION OF ROLES AND STRENGTHENED REPORTING TO COUNCIL

OBJECTIVES:

- Develop policies that outline Council's expectations of staff
- Provide annual leadership and management workshops for the Municipal Management Team
- Review/revise the policy framework
- Develop an Operating Procedure Manual and Personnel Policy Binder

**GOAL:** TO ACHIEVE INCREASED EMPLOYEE SATISFACTION

OBJECTIVES:

- Provide an enhanced Employee Recognition policy
- Align compensation rates in line with other municipalities
- Establish effective Health and Safety policies and procedures
- Develop procedures to ensure responsive and effective communications with the public

**GOAL:** TO ENGAGE STAFF IN DECISION MAKING

OBJECTIVES:

- Solicit staff input into the development of the Strategic Plan
- Keep staff informed of its progress through the review of an annual report to Council

# FINANCIAL HEALTH

**GOAL: TO FURTHER DEVELOP AND MAINTAIN THE ASSET MANAGEMENT PROGRAM**

OBJECTIVES:

- Ensure the Township continues to develop, expand and update its Asset Management Program through the provision of appropriate financial and human resources

**GOAL: TO MAINTAIN OUR FISCAL HEALTH AND ACCOUNTABILITY**

OBJECTIVES:

- Present quarterly financial updates to Council
- Provide quarterly financial reports to department heads as a fiscal health measurement tool

**GOAL: TO IDENTIFY NEW OR ENHANCED REVENUE SOURCES**

OBJECTIVES:

- Annually review the User Fee By-Law
- Initiate landfill site tipping fees
- Identify opportunities to provide contract services
- Identify possible investment/cost saving opportunities

# QUALITY OF LIFE

## **GOAL: TO KEEP THE COMMUNITY CLEAN**

### **OBJECTIVES:**

- Prepare a Property Standards Bylaw for public input
- Clarify what should be considered under the Bylaw
- Enforce the Keep Manitowadge Attractive Bylaw
- Better communicate and promote the Spring Clean Up Week
- Regularly advertise and promote information regarding hours of operation at the Landfill Site

## **GOAL: TO ESTABLISH A RIGHT-SIZE MIX OF SERVICES AND FACILITIES**

### **OBJECTIVES:**

- Regularly consult with the public regarding recreation priorities
- Review and implement findings from the Recreation, Facilities and Parks Master Plan
- Establish Reserve Accounts for ongoing infrastructure planning to update facilities
- Review and implement recommendations from the Manitowadge Trails Master Plan

## **GOAL: TO ADAPT MUNICIPAL FACILITIES AND SERVICES TO AN AGEING POPULATION**

### **OBJECTIVES:**

- Provide enhanced barrier free access to Municipal facilities
- Complete an accessibility needs assessment of all Municipal facilities and road infrastructure (sidewalks)

## **GOAL: TO ENCOURAGE ENVIRONMENTAL PRACTICES TO BE EFFICIENT WITH AVAILABLE RESOURCES**

### **OBJECTIVES:**

- Maintain energy efficient street lighting
- Continue to pursue the provision of the supply of natural gas to Manitowadge
- To establish a waste management transfer station to expand the life of the landfill site
- To investigate recycling opportunities for the residents of Manitowadge

**GOAL:** TO UTILIZE STAFF AS AMBASSADORS TO THE COMMUNITY

**OBJECTIVES:**

- Provide customer service training as part of the orientation of new staff

**GOAL:** TO EXPAND VOLUNTEERISM

**OBJECTIVES:**

- Develop an enhanced volunteer recognition program

**THE LOCAL ECONOMY**

**GOAL: TO UPDATE THE OFFICIAL PLAN AND ZONING BYLAW**

**OBJECTIVES:**

- Ensure residential, commercial and industrial lots are available for development
- Work with the MNR for the purchase of waterfront Crown land

**GOAL: TO ACHIEVE IMPROVED ACCESS TO THE COMMUNITY**

**OBJECTIVES:**

- Work with the MTO for the future development of Highway 614
- Invest in the further expansion high speed and cellular infrastructure

**GOAL: TO REGULARLY UPDATE AND ENHANCE THE OFFICIAL TOWNSHIP WEB-SITE**

**OBJECTIVES:**

- Work with a service provider to create a new official municipal website
- Increase the number of email addresses available to the Township
- Continue to use [www.mymanitouwadge.ca](http://www.mymanitouwadge.ca) as the public engagement website for the Township
- Utilize social media pages as a form of communication with residents
- Implement an independent web-based GIS system that includes maps for zoning, water and sewer infrastructure, and to use in future planning activities

**GOAL: CREATE AND MAINTAIN A GOOD WORKING RELATIONSHIP WITH LOCAL BUSINESSES**

**OBJECTIVES:**

- Provide networking opportunities for business owners
- Provide effective channels for communication
- Provide training opportunities for local organizations
- Ensure the Economic Development function is maintained into the future

**GOAL: COMPLETE INVESTMENT READINESS INITIATIVES**

**OBJECTIVES:**

- Update the Township's Community Profile
- Undertake a Housing Needs Analysis

- Inventory available commercial and industrial lots for development

**GOAL: ESTABLISH A MARKETING PLAN**

**OBJECTIVES:**

- Undertake a Marketing Strategy for the Township
- Develop road signage both locally and regionally
- Display a common theme in all marketing efforts
- Focus on attracting new businesses, residents and skilled labor to our community
- Work with regional organizations to increase immigration to our community

**GOAL: TO CAPITALIZE ON THE GROWING DEMAND FOR HEALTHY LIFESTYLES AND NON-CONSUMPTIVE RECREATION**

**OBJECTIVES:**

- Implement the Manitouwadge Multi-Use Trails Master Plan
- Improve infrastructure at ski hill
- Maintain a high-quality golf course

**GOAL: TO KEEP SERVICE/ MIX/ QUALITY/ COST THAT ARE ATTRACTIVE TO FAMILIES WITH WAGE EARNERS WHO COMMUTE ELSEWHERE**

- Market and promote local services needed by future mining and forestry operations
- Work with post-secondary education institutions to offer training locally to support the mining, forestry and health sectors

## OPEN AND EFFECTIVE LOCAL GOVERNMENT

**GOAL:** DEVELOP AND IMPLEMENT A DELEGATION OF AUTHORITY POLICY

OBJECTIVES:

- Review examples of Delegation of Authority policies from other municipalities to create a unique policy for Manitouwadge

**GOAL:** TO CONTINUE TO OFFER THE SERVICES OF AN INTEGRITY COMMISSIONER

OBJECTIVES:

- Secure the services of a competent organization to offer the services of Integrity Commissioner

**GOAL: TO WORK TOWARDS A MORE INFORMED COMMUNITY  
BETTER EQUIPPED TO ENGAGE IN, AND CONTRIBUTE  
TOWARDS, LOCAL GOVERNMENT**

**OBJECTIVES:**

- Meet or exceed all requirements governing reporting to the public on matters concerning finances, servicing and governance
- Provide press releases to the media in order to popularize good news stories

**GOAL: TO EDUCATE PUBLIC ON THE WORKINGS OF COUNCIL**

**OBJECTIVES:**

- Post meeting agenda and minutes on the Township website
- Continue to livestream Council meetings and Committee of Council meetings

**GOAL: TO MAINTAIN STRONG PRESENCE ON DISTRICT AND  
PROVINCIAL GROUPS**

**OBJECTIVES:**

- Continue membership and participation in municipal boards, associations and working groups at the regional and provincial level

# THE COMMUNITY STRATEGIC PLAN

## Community Development

A community's look and feel are very important not only to existing residents but also to any new prospective residents.

Manitouwadge has some work to do in order to ensure the community not only remains physically appealing, but also has the community's support to address social issues and a changing volunteer culture.



## Action Items:

- ▶ Volunteers helped to build Manitouwadge into the community it is today. The numbers of volunteers appear to be in decline and volunteer groups have less resources at their disposal. To assist volunteers in their efforts, the Township should consider uniting the volunteer groups under one **Volunteer Team**. The aim of the team is to examine each volunteer group's needs to determine where resources can be shared, expenses reduced, and volunteer hours better managed. Enhancing the annual 'Volunteer of the Year' awards program would help recognize the contributions of many of the Township's residents.
- ▶ Manitouwadge greatly values its youth and young people. The Township should partner with the Manitouwadge High School to engage community youth through a **Youth Retention Action Plan** to better understand needs and wants of the local youth population and how to best accommodate youth in the community.
- ▶ Manitouwadge is a well-thought out and planned community. The Township's land-use planning policies and Bylaws require updating. It is recommended that the Township update the **Township's Official Plan and Zoning Bylaw** immediately to reflect what the residents want to see in the future.
- ▶ Similar to most other communities, social and mental health issues are also evident in Manitouwadge. Several agencies exist in the community to provide social and mental health services but individually they may not be equipped to solve or address all problems. Playing a leading role, the Township should establish of a **Manitouwadge Well-being Task Force** to complete the Community Safety and Wellbeing Plan, as required by the Province of Ontario and seek collective solutions and ways to share resources in an effort to address social and mental health supports for residents. Agencies included in the development of the plan should be the Township, local schools, Health Care Centre, OPP detachment, other community stakeholders as required.

# Economic Development

Initial consultation revealed that the economy – specifically the need for jobs – was cited as a priority in Manitouwadge. From a Township perspective, Economic Development is not about the creation of jobs, but instead, is the creation of a business-friendly environment that allows businesses to thrive and investment opportunities to exist.

## Why is Economic Development Important?

To afford to live in any community, people need money – a source of income to support your lifestyle. Manitouwadge is no different. Residents of the community need jobs (whether self-employed or employed by others). For several years, Manitouwadge has been waiting for the next major employer to come along, but due to various economic circumstances there has been little economic growth in the region.

Moving forward, it is vital that Manitouwadge become investment ready so that the community is able to accommodate any new employers, focus on creating entrepreneurs in the community and creating jobs verses looking for a job.

## What are the actions for Economic Development?

- ▶ Economic Development is a program that is typically based on resource availability. The Township needs to continue to have an economic development point person who can provide support to small business, work on investment readiness, assist with entrepreneurship development, write funding applications, and provide tourism support services.
- ▶ Update and implement the 2020 Investment Readiness Action Plan created for Manitouwadge (complete actions such as up-to-date data, property inventory, update the Community Profile, and Quick Facts, etc.)
- ▶ Work with the local schools and the Superior North CFDC, Northern Ontario Heritage Fund Corporation (NOHFC), Fed Nor, Thunder Bay and District Entrepreneurship Centre, Superior Country Tourism Association, and other community agencies to market and promote Manitouwadge, seek funding opportunities and tourism development.
- ▶ Investigate the establishment of a Youth Entrepreneurship Program for Manitouwadge, including the annual operation of BizKids.



# Community Infrastructure

In reality, this is often the nuts and bolts of municipal services – the hard infrastructure (water and sewer, roads, signage, sidewalks, parks, recreation facilities, library) and soft services such as recreational programming, youth and senior’s programs and garbage collection.

These assets and services have helped shape the community into what it is today. It is important to consider community infrastructure (e.g. roads, broadband, community facilities) not only as community building blocks, but also as economic assets. In Manitowadge, indoor and outdoor recreational infrastructure is very important.



## Why is Community Infrastructure Important?

Manitouwadge is blessed with an inventory of community assets normally not found in a community of this size. Legacy community infrastructure was built by previous community employers (e.g., mining companies) and given to the Township to own and manage. This infrastructure now needs to be maintained and, in some cases, improved.

Through the development of the Recreation, Parks and Facilities Master Plan presented to Council in 2021, the use of priority recreation infrastructure were reviewed so the Township can ensure these assets are maintained into the future.

## What are the actions for Community Infrastructure?

- ▶ For the size of the community, Manitowadge has a significant amount of assets and infrastructure and the Township is responsible for the operation, programming, maintenance and life-cycle repairs and replacement. To ensure Manitowadge has a clear understanding of which infrastructure needs are most important to the community, and how these will be addressed, the Township must continue to develop and update the Asset Management Plan. The Plan should outline priority infrastructure, maintenance and replacement schedules, and potential funding models.



# Cleaning up the Township

People in Manitouwadge take pride in their community. Community pride, as identified through the visual appearance of the Township (both public and private properties), is very important to the residents of Manitouwadge. This includes an acknowledgment of the need to update regulations and guidelines found in the Township's property standards and zoning provisions as well as Bylaw Enforcement.

## Why is Cleaning up the Township Important?

A community is a direct reflection of the people that live there. As the municipality's appearance may only be superficial, it does have a huge impact on how people perceive the community.

Although Manitouwadge is a full-serviced, quaint Northern Ontario community, it is beginning to show signs of neglect and hard times. Efforts need to be undertaken to illustrate the pride of Manitouwadge's residents.

## What are the actions for Cleaning up the Township?

- ▶ Continue with existing programs such as the "School Clean Up Days", "Pitch in Canada" program and the Township's general cleaning, maintenance and beautification of the community which includes street and streetlight maintenance, landscaping maintenance, timely repainting of street markings and curbs, providing and emptying public garbage cans.
- ▶ Implement the recommendations from the Community Revitalization Plan, and the Community Improvement Plan where funding and the budget allows.
- ▶ Prepare a Property Standards Bylaw and undertake public consultation to ensure residents have an opportunity to provide input and feedback into its development.
- ▶ Collecting of property taxes is a necessity for the Township's operations. Continue with the practice of using collections agencies and other creative methods to ensure property taxes are being paid.
- ▶ To assist residents to dispose of their garbage and solid waste, better communicate information (social media, electronic signage, newsletters) pertaining to the landfill (i.e., hours of operation, free dumping days, anyone taking loads to the landfill outside of normal garbage pickup, etc.).

## Communications

Communications involve opening two-way, transparent and regular lines between the Township and its residents and local businesses to exchange ideas and information.

Currently, Manitouwadge is a community that is very active on social media (i.e., Facebook and YouTube) and is the primary source of sharing information.

The Township, and the community in general, would benefit from better communicating how and where resources are spent.

As a result of the COVID-19 Pandemic and the inability to host public information sessions and public consultation opportunities, the Township purchased a software license with Bang the Table to create the MyManitouwadge.ca website for public engagement purposes. The site has become an invaluable tool for sharing information with the public and seeking input into both programming and project information and should be maintained for future years as an alternate venue to in person consultations.

## Why are Communications Important?

Communication is the key for a close-knit community like Manitouwadge where everyone will need to work together to make the community the best place to live. In an environment with competing community interests, limited resources and an overburdened volunteer community, it will be paramount that open and transparent communications occur in the community so that everyone hears the same messages and can communicate open and freely.

## What are the actions for Communications?

- ▶ Manitouwadge residents are more reliant on the use of social media to access information (there are several community based Facebook pages and YouTube channels) The Township should continue to build their social media presence to provide up to date information to residents. The Township should also develop a Social Media Policy to guide residents on how social media will be used and monitored. Council currently live stream's their meetings to keep residents up- to-date on Township and community activities and this practice should be maintained.
- ▶ Continue improving and rebuilding the Township's webpages to bring them up to date. Continue with the practice of providing Township staff contact information on the Township website.
- ▶ Update the community survey which polls residents on their communications needs – what types of information are they looking for, where they get their information and their most preferred methods of both receiving information from, and providing information to, the Township.

# 2021 STUDIES COMPLETED

The Township of Manitouwadge completed three important studies between 2020 and 2021 to provide guidance to Council on the desires of the community with regard to Community Revitalization, outdoor recreation in the form of all season, multi-use trails, and indoor recreation through municipal facilities and outdoor parks. The studies completed are as follows:

## 1. Community Revitalization Plan

A 20-year planning study that looks at upgrades and infrastructure projects to revitalize the entrance to the community, the main thoroughfare (Manitou Road), the intersection of Adjala and Manitou (known as gas station corner), the roundabout, downtown core, Prospector Park and east end of Manitouwadge to where Manitouwadge Lake and Little Manitouwadge Lake meet (the Geco Bridge).

Secondary to the development of the Plan was the development of the Community Improvement Plan which is required under the Provincial Planning Act to allow the Township to offer grants and incentives to private property owners to revitalize their properties. These two documents work hand-in-hand to offer revitalization recommendations for the Township.

## 2. Manitouwadge Multi-Use Trails Master Plan

This 10 year planning study looks at all trails in the community for marketing and tourism purposes as a key economic development opportunity for the Township. The following types of trail use were thoroughly reviewed:

- ▶ Downhill skiing
- ▶ Cross Country skiing
- ▶ Snowmobiling
- ▶ Snowshoeing
- ▶ ATVs and Off Highway Vehicles
- ▶ Hiking – waterfalls, rapids and wildlife viewing
- ▶ Biking
- ▶ Canoeing and Kayaking



### 3. Recreation, Parks and Facilities Master Plan

This study highlighted the many assets of the Township for recreation purposes, both indoors and out. The recommendations of the plan outline the key infrastructure upgrades required to maintain these facilities into the future as well as key recommendations on better operating programs and facilities to become self-supporting and relying less on the tax base to operate.

The table below is a reflection of projects that can be implemented from start to finish over the next five years, or sooner that equally captures the recommendations from all three studies noted above. Upon annual review of the Strategic Plan, and an annual report to Council, new projects and priorities can be added and amended to the plan as required.

Projects	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Community Revitalization Plan</b>					
Sidewalks – repair and update	Repair section of sidewalk	Repair section of sidewalk	Repair section of sidewalk	Repair section of sidewalk	Repair section of sidewalk
Manitou Rd - paving	Write grant applications for funding; detailed design work competed; public consultation	Upon funding approval, tender contract; construction			
Manitou Rd – entrance signage	Complete marketing plan; write grant application for funding	Upon funding approval contract with graphic design artist for signage; public consultation; order and install highway and wayfinding signage	tender entrance signage project; construction		
Hwy 614 - signage					
Wayfinding Signage					
Street Signs	Budget, purchase and install new street signs				
Roundabout Signage	Budget purchase and install improved signage at roundabout				
Boat Launch and Beach	Seek funding to update boat launch and Prospector Park	Upon funding approval, prepare detailed design and public consultation; tender project	Award contract and construction		
<b>Recreation, Facilities and Parks Master Plan</b>					
Recreation	Funding				

Centre – HRV Unit	approved; tender and construct				
Recreation Centre -- Roof	Complete funding applications	Upon funding approval, tender and construct			
Ski Hill – All Season Recreation	Complete feasibility study and business plan	Implement plan in stages	Implementation	implementation	
<b>Multi-Use Trails Master Plan</b>					
Crown land purchase – Manitouwadge Lake	Work with MNR to provide market value assessment; bring to council to reconfirm purchase	Purchase property; Complete required studies (seasonal campgrounds; cottage lots; residential, etc).			
Camp Ground redevelopment		Develop business Plan; construction and update infrastructure	Year 1 operation and assessment	Year 2 operation and assessment	Year 3 operation and assessment
RV dumping station		Included in business plan development			
Upgrades to existing recreation trails	Make funding applications and budget to update section of trail beside OPP (bridge); Perry Lake trail resurfacing	Establish trail committee to identify and plan trail improvements; work with Pic River First Nation on Canoe Route Partnership Development project	Make applications for funding to update/upgrade canoe routes and portages for marketing purposes	Upon funding approval, hire staff to oversee the canoe route development project with Pic River First Nation; trail development and marketing	Year 1 operations of canoe tripping program
Manitouwadge Lake Loop - study	Make application for funding; continue working with Glencore for a partnership	Upon funding approval, hire consultant to map and prepare detailed design work	Upon funding approval, tender project and construction	Construction and open trail in Spring of 2024	Annual trail maintenance

	agreement; Work with MNR for Crown land access	for the Trail Loop project; public consultation; write grant applications for trail construction			
Trail Head Signage	Part of the marketing strategy, develop signage for all trails	Purchase and construct trail signage	Annual maintenance	Annual maintenance	Annual maintenance
Trail Signage					
Market existing trails for tourism	Work with Superior Country Tourism to market and promote community events/tourism	Prepare marketing material for trails and seasonal operations	Seek funding to develop a tourism website; RFP for website development	Seek funding to develop a trails app; RFP for app development	Update, monitor and maintain sites
<b>Public Works</b>					
Replace Public Works Building	Complete feasibility study for needs, location and operational efficiencies; set up capital reserve budget	Complete detailed design work for construction project; contribute to capital reserve budget	Tender and award contract; construction.		
Landfill Site – Review and expand services offered to include recycling; hours; waste management system	Update Landfill Monitoring Report; investigate recycling options; Public consultation on landfill use requirements	Reassess Spring Clean Up Week and provide options for better coordination			
Airport Hangar – Feasibility Study and Business Case	Make application for funding to undertake a feasibility study and business case				
EV Charging	Research best				

Station	location to install EV charging station; seek funding; award contract; construction				
<b>Administration</b>					
To operate the Township in a financial sustainable manner	<ol style="list-style-type: none"> <li>1. Provide quarterly financial reporting to Council and Department Heads</li> <li>2. Seek funding sources for all infrastructure projects, where possible</li> <li>3. Lobby MPAC to ensure that property assessments are completed on a community-wide basis so as to not create a tax shock to local rate payers.</li> </ol>				