

**AGENDA**  
**A meeting of the Council of the Corporation**  
**of the Town of Northeastern Manitoulin and the Islands**  
**to be held on Tuesday, August 30, 2022**  
**Electronic Format at 7:00 p.m.**

**1. Call to Order**

**2. Approval of Agenda**

**Disclosure of Pecuniary Interest & General Nature Thereof**

**Deputation: Redistribution of Federal Electoral Districts – Carol Hughes**

**3. Minutes of Previous Meeting**

- i. Confirming By-Law 2022-43

**4. New Business**

- i. Northern Ontario Families of Children with Cancer – Proclamation
- ii. Annual Strategic Plan Review

**5. Minutes and Other Reports**

- i. Mayor's update

**6. Adjournment**



## FEDERAL ELECTORAL DISTRICTS REDISTRIBUTION 2022

# Algoma–Manitoulin–Kapusksing – Existing boundaries

Consisting of:

- (a) the Territorial District of Algoma, excepting that part described as follows: commencing at the intersection of the international boundary between Canada and the United States of America with the southeasterly corner of the Territorial District of Thunder Bay; thence N45°00'E in a straight line to the intersection of the northern shoreline of Lake Superior with the northerly boundary of the geographic Township of Peever; thence easterly along the northerly boundary of the geographic townships of Peever and Home to the Montreal River; thence generally easterly along said river to the easterly limit of the Territorial District of Algoma; thence southerly and easterly along the limit of said territorial district to the easterly boundary of the geographic Township of Bracci; thence southerly along said boundary and the easterly boundary of the geographic townships of Gaudry, Nahwegezhic, Lamming, Hughes, Curtis, Gillmor and McMahon to the northerly boundary of the geographic Township of Aberdeen; thence westerly along said boundary to the northerly limit of the Township of MacDonald, Meredith and Aberdeen Additional; thence generally westerly along said limit to the international boundary between Canada and the United States of America; thence generally westerly and northwesterly along said boundary to the point of commencement;
- (b) the Territorial District of Manitoulin;
- (c) those parts of the Territorial District of Sudbury comprised of:
  - (i) that part described as follows: commencing at the northwestern corner of the geographic Township of Acheson; thence easterly along the northerly boundary of the geographic townships of Acheson, Venturi and Ermatinger to the northeastern corner of the geographic Township of Ermatinger; thence southerly along the easterly boundary of the geographic townships of Ermatinger and Totten to the westerly limit of the City of Greater Sudbury; thence generally southerly along said limit to the northeastern corner of the geographic Township of Roosevelt; thence southerly along the easterly boundary of said geographic township to its southerly boundary; thence westerly along



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the southerly limits of the townships of Roosevelt and Curtin to the southerly limit of said territorial district; thence generally westerly and northerly along the limits of said territorial district to the point of commencement;

- (ii) that part lying westerly and northerly of a line described as follows: commencing at the southeastern corner of the geographic Township of Edighoffer; thence northerly along the easterly boundary of the geographic townships of Edighoffer, Burr, Singapore, Shipley, Blamey, Cunningham, Swayze, Rollo, Biggs and Pinogami to the southerly boundary of the geographic Township of Ivanhoe; thence easterly along said boundary and the southerly boundary of the geographic townships of Keith, Penhorwood and Kenogaming to the southeastern corner of the geographic Township of Kenogaming; thence northerly along the easterly boundary of said geographic township to the northerly limit of said territorial district;
- (d) that part of the Territorial District of Thunder Bay lying southerly of a line described as follows: commencing at the intersection of the easterly limit of said territorial district with the Trans-Canada Highway (Highway No. 17); thence generally westerly along said highway to longitude 86°00'W; thence southerly along said longitude to the White River; thence generally westerly along said river to the northern shoreline of Lake Superior; thence S45°00'W in a straight line to the international boundary between Canada and the United States of America; and
- (e) that part of the Territorial District of Cochrane described as follows: commencing at the intersection of the westerly limit of said territorial district with the northwestern corner of the geographic Township of Boyce; thence easterly along the northerly boundary of the geographic townships of Boyce, Shuel, Mulloy, Fintry, Auden, Rogers, Fushimi, Bannerman, Ritchie, Mulvey, Goldwin, Sweet, Hillmer, McKnight, Boyle, Mowbray, Howells, Sheldon, Pinard and Mewhinney to the northeastern corner of the geographic Township of Mewhinney; thence southerly along the easterly boundary of the geographic townships of Mewhinney, Bourassa, Tolmie, Menapia, Beniah, Colquhoun and Calder to the northerly boundary of the geographic Township of Ottaway; thence westerly along the northerly boundary of said geographic township to its northwestern corner; thence southerly along the westerly boundary of the geographic townships of Ottaway, Beck, Lucas and Prosser to the southwestern corner of the geographic Township of Prosser; thence westerly along the southerly boundary of the geographic townships of Carnegie, Reid, Thorburn, Moberly, Aitken, Poulett, Watson and Lisgar to the southwesterly limit of said territorial district; thence generally northwesterly along said limit to the point of commencement.

## Useful links

- [Elections Canada website](#)
- [Electoral Boundaries Readjustment Act](#) (Justice website)

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## FEDERAL ELECTORAL DISTRICTS REDISTRIBUTION 2022

# A New Federal Electoral Map is Taking Shape for Ontario

**LONDON, Friday, August 19, 2022** – The Federal Electoral Boundaries Commission for Ontario has proposed a new electoral map for consideration at public hearings this fall. This map introduces changes to Ontario's federal electoral district boundaries and has been developed through an independent and non-partisan process.

"In exercising its mandate under the *Electoral Boundaries Readjustment Act* and given the allocation of one additional district to Ontario, the Commission found it necessary to propose many new electoral boundaries to correct wide variations in voter equality that have emerged across the province over the past decade due to population change" says the Honourable Justice Lynne C. Leitch, Chair of the three-member commission.

Karen Bird and Peter John Loewen are the other members of the Commission who are responsible for readjusting the province's federal electoral boundaries.

The Commission welcomes input and engagement from the public in this important democratic exercise.

The proposal reflects Ontario's increase in population from 12,851,821 in 2011 to 14,223,942, as captured in the 2021 Census, and takes into consideration communities of interest or identity, and historic and geographic factors. The proposal can be found at [redistribution2022.ca](https://redistribution2022.ca). It will be published in the Canada Gazette on September 3, 2022.

Under the [Electoral Boundaries Readjustment Act](#), the Commission's main aim in redrawing the boundaries is to divide the province into 122 electoral districts that are as close to the electoral quota as reasonably possible, while taking into consideration the factors listed above. The electoral quota is calculated by dividing the population of the province by the number of electoral districts it has been allocated. In the case of Ontario, the quota for each electoral district is 116,590 (14,223,942 residents divided by 122 electoral districts).

## Public hearings

The Ontario commission is holding in-person and virtual public hearings to gather opinions on the [proposed boundaries](#) and electoral district names.

### Ontario

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<b>Location</b>	<b>Place of Hearing</b>	<b>Date of Hearing</b>	<b>Time of Hearing</b>
Virtual hearing	Central Ontario; Northern GTA; Eastern GTA; and Central East Ontario The link will be provided to participants	Monday, September 26, 2022	6:30 p.m.
Virtual hearing	Hamilton and Niagara; South Central Ontario; Southwestern Ontario; and Southernmost Ontario The link will be provided to participants	Tuesday, September 27, 2022	6:30 p.m.
Virtual hearing	Halton, Guelph, and Wellington; Brampton, Caledon, and Dufferin; and Mississauga The link will be provided to participants	Wednesday, September 28, 2022	6:30 p.m.
Virtual hearing	City of Toronto The link will be provided to participants	Thursday, September 29, 2022	6:30 p.m.
Sioux Lookout	The Forest Inn & Conference Centre 11 May Street	Monday, October 3, 2022	6:30 p.m.
Kenora	Douglas Family Art Centre-The Muse 224 Main Street South	Tuesday, October 4, 2022	6:30 p.m.
Timmins	The Senator Hotel 14 Mountjoy Street South	Tuesday, October 11, 2022	6:30 p.m.
Milton	FirstOntario Arts Centre Milton 1010 Main Street East	Wednesday, October 12, 2022	6:30 p.m.

<b>Location</b>	<b>Place of Hearing</b>	<b>Date of Hearing</b>	<b>Time of Hearing</b>
Brampton	Peel Art Gallery, Museum and Archives, 9 Wellington Street East	Thursday, October 13, 2022	6:30 p.m.
Whitchurch-Stouffville	Whitchurch-Stouffville Museum & Community Centre 14732 Woodbine Avenue	Monday, October 17, 2022	6:30 p.m.
Scarborough	Scarborough Civic Centre Committee Rooms 1 and 2 150 Borough Drive	Tuesday, October 18, 2022	6:30 p.m.
Toronto	Beeton Hall, Toronto Reference Library 789 Yonge Street	Wednesday, October 19, 2022	6:30 p.m.
Ottawa	Rotunda, Canadian Museum of Nature 240 McLeod Street	Thursday, October 20, 2022	6:30 p.m.
St. Catharines	Pond Inlet, Mackenzie Chown Complex, Brock University 1812 Sir Isaac Brock Way	Friday, October 21, 2022	6:30 p.m.
London	Ivey Spencer Leadership Centre 551 Windermere Road	Monday, October 24, 2022	6:30 p.m.
Virtual hearing	Northern Ontario; Eastern Ontario; and Ottawa The link will be provided to participants	Wednesday, October 26, 2022	6:30 p.m.
Virtual hearing	Ontario open virtual hearing The link will be provided to participants.	Saturday, October 29, 2022	12 p.m.

# How to participate

If you wish to make a representation at a hearing, you must complete the Public Hearing Participation Form and submit it by **September 25, 2022**.

You can submit written comments if you don't want to appear at an in-person or virtual hearing. Should you wish to only send comments and feedback to the Commission, without attending a public hearing, you can do so by mail or email, or by using the Interactive Mapping Tool.

The Commission can be contacted at the following address:

Ms. Paula Puddy  
Commission Secretary  
Federal Electoral Boundaries Commission for Ontario  
PO Box 37018 Southdale  
London, ON N6E 3T3

✉ [ON@redecoupage-federal-redistribution.ca](mailto:ON@redecoupage-federal-redistribution.ca)

In the interest of transparency, the Commission will make public all written submissions that it receives in response to the proposed redistribution plan. They will be published on the Commission's website and will include the person's name and the date of the submission. The person's home address will not be shared.

## Information

Website: [redistribution2022.ca](http://redistribution2022.ca)

Telephone (toll-free): 855-747-7224

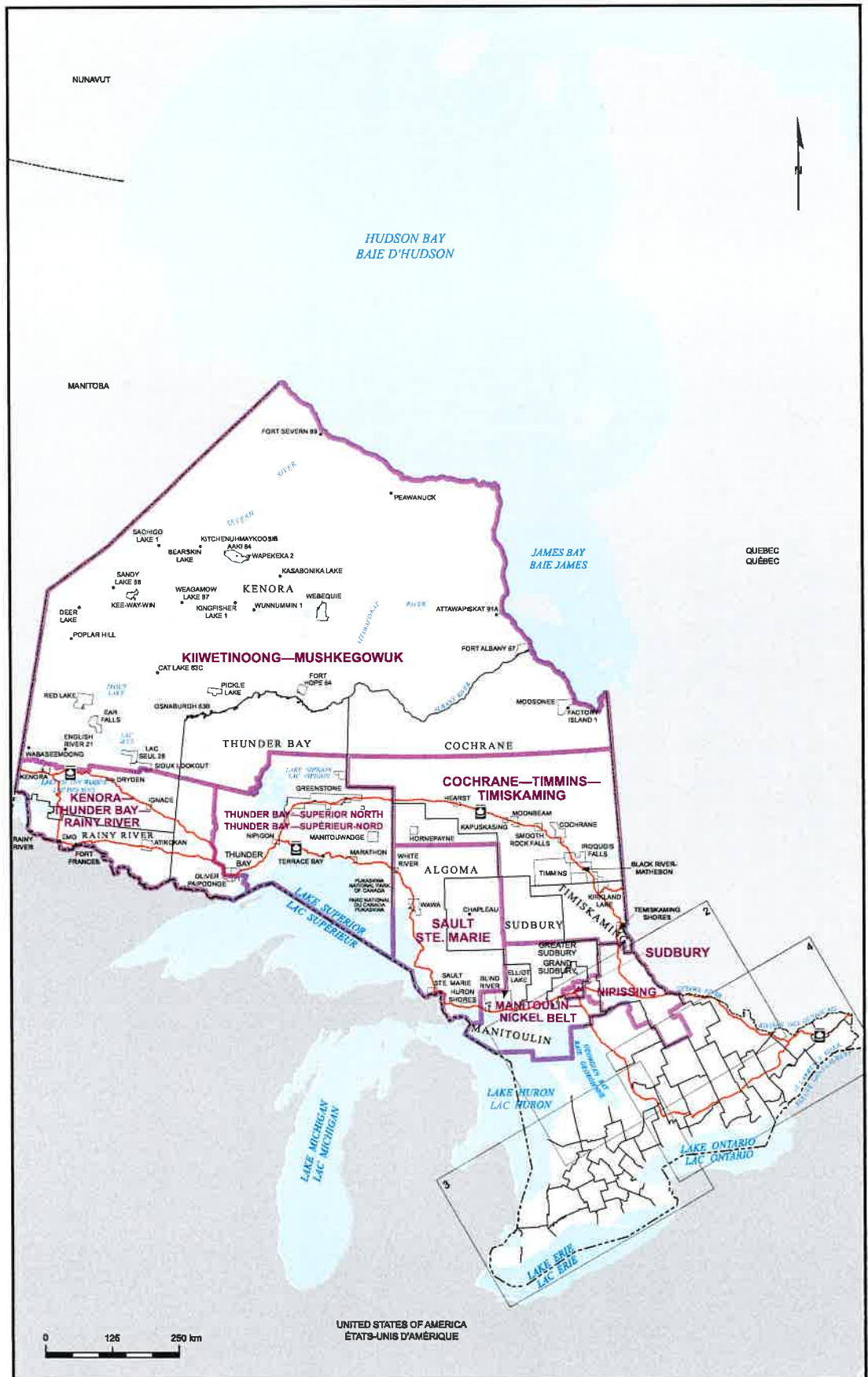
TTY (toll-free): 1-800-361-8935

Media enquiries: ✉ [Media@redecoupage-federal-redistribution.ca](mailto:Media@redecoupage-federal-redistribution.ca)

## Useful links

- [Elections Canada website](#)
- [Electoral Boundaries Readjustment Act](#) (Justice website)

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## FEDERAL ELECTORAL DISTRICTS REDISTRIBUTION 2022

# Manitoulin—Nickel Belt Proposal

(Population: 99,268)

([Map 1](#))

Consists of:

- (a) the City of Elliot Lake;
- (b) the City of Greater Sudbury, excluding that part described as follows: commencing at a point on the easterly limit of said city at approximate latitude 46°37'29"N and longitude 80°41'39"W; thence southerly along said limit to the southerly limit of said city; thence generally westerly and northerly along the southerly and westerly limits of said city to a point in Simon Lake at approximate latitude 46°24'08"N and longitude 81°10'56"W; thence northerly in a line to Highway 144 (North-West Bypass); thence generally northerly along said highway to a point at approximate latitude 46°30'37"N and longitude 81°11'59"W; thence easterly in a straight line to the easterly limit of Snider Geographic Township; thence northerly along said limit to the northerly limit of said geographic township; thence easterly along the northerly limit of McKim Geographic Township to the intersection of Maley Drive and Barry Downe Road; thence northerly along Barry Downe Road and along its northerly production to the intersection of Notre Dame Avenue and Bodson Drive West; thence easterly along Bodson Drive East and along its easterly production to the easterly limit of Capreol Geographic Township; thence northerly along said limit to Old Poupore Mine Road; thence generally easterly along said road to Nickel Rim South Mine Road; thence generally southeasterly along said road to Pipeline Road; thence easterly and generally southerly along said road to the northerly limit of Falconbridge

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Geographic Township; thence easterly along said limit to the point of commencement;

- (c) the towns of Blind River, Espanola, Gore Bay, Northeastern Manitoulin and the Islands and Spanish;
- (d) the municipalities of Central Manitoulin, French River, Gordon/Barrie Island and Killarney;
- (e) that part of the Municipality of Huron Shores lying easterly of a line described as follows: commencing at a point on the easterly limit of said municipality at approximate latitude 46°15'54"N and longitude 83°11'54"W; thence southerly in a straight line to a point on the southerly limit of said municipality at approximate latitude 46°00'19"N and longitude 83°11'26"W;
- (f) the townships of Assiginack, Baldwin, Billings, Burpee and Mills, Cockburn Island, Nairn and Hyman, Sables-Spanish Rivers, Tehkummah and The North Shore;
- (g) the unorganized areas of Algoma (South East Part) and Manitoulin (West Part);
- (h) those parts of the Unorganized Area of Algoma (North Part) described as follows:
  - i. that part lying easterly of a line described as follows: commencing at a point on the easterly limit of said unorganized area at approximate latitude 46°58'38"N and longitude 82°34'43"W; thence southerly along the westerly limits of the geographic townships of Comox, Assad and Fabbro to the southerly limit of Fabbro Geographic Township; thence easterly along said limit to the westerly limit of Landriault Geographic Township; thence southerly along said limit and along the westerly limits of the geographic townships of Piche and Hughson to the southerly limit of said unorganized area; and
  - ii. that part lying southerly and easterly of a line described as follows: commencing at the intersection of the easterly limit of said unorganized area and the northeasternmost point of Nouvel Geographic Township; thence westerly and southerly along the northerly and westerly limits of said geographic township and along the westerly limit of

Montgomery Geographic Township to the southerly limit of said geographic township;

(i) the Unorganized Area of Sudbury (North Part), excluding those parts described as follows:

- i. that part lying northerly and westerly of a line described as follows: commencing at a point on the southerly limit of said unorganized area at approximate latitude 47°14'08"N and longitude 82°34'38"W; thence northerly along the westerly limit of Hubbard Geographic Township to the northerly limit of said geographic township; thence easterly along said limit and along the northerly limit of Abney Geographic Township to the westerly limit of Elizabeth Geographic Township; thence northerly and easterly along the westerly and northerly limits of said geographic township and along the northerly limit of Margaret Geographic Township to the easterly limit of said geographic township; thence southerly along said limit to the northerly limit of Lillie Geographic Township; thence easterly along the northerly limits of the geographic townships of Lillie, Chalet, Paudash and Brebeuf to the easterly limit of Brebeuf Geographic Township; thence southerly along said limit to the northerly limit of Blewett Geographic Township; thence easterly along the northerly limits of the geographic townships of Blewett and Beulah to the easterly limit of Beulah Geographic Township; thence southerly along said limit to the northerly limit of Hodgetts Geographic Township; thence easterly along the northerly limits of the geographic townships of Hodgetts and Unwin to the northeastermost point of Unwin Geographic Township;
- ii. that part lying southerly of a line described as follows: commencing at a point on the southerly limit of Kelly Geographic Township at approximate latitude 46°42'40"N and longitude 80°32'56"W; thence easterly along the southerly limit of said geographic township and along the southerly limit of McNish Geographic Township to the westerly limit of said unorganized area; and
- iii. that part lying northerly of Hendrie Geographic Township; and

- (j) the Indian reserves of M'Chigeeng No. 22, Mississagi River No. 8, Point Grondine No. 3, Sagamok, Serpent River No. 7, Sheguiandah No. 24, Sheshegwaning No. 20, Sucker Creek No. 23, Wahnapiatae No. 11, Whitefish Lake No. 6, Whitefish River No. 4, Wikwemikong Unceded and Zhiibaahaasing 19A.

## Useful links

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**THE CORPORATION OF THE TOWN OF  
NORTHEASTERN MANITOULIN AND THE ISLANDS**

**BY-LAW NO. 2022-43**

Being a by-law of the Corporation of the Town of Northeastern Manitoulin and the Islands to adopt the minutes of Council for the term commencing December 4, 2018 and authorizing the taking of any action authorized therein and thereby.

WHEREAS the Municipal Act, S.O. 2001, c. 25. s. 5 (3) requires a Municipal Council to exercise its powers by by-law, except where otherwise provided;

AND WHEREAS in many cases, action which is taken or authorized to be taken by a Council or a Committee of Council does not lend itself to an individual by-law;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF NORTHEASTERN MANITOULIN AND THE ISLANDS ENACTS AS FOLLOWS:

1. THAT the minutes of the meetings of the Council of the Corporation of the Town of Northeastern Manitoulin and the Islands for the term commencing December 4<sup>th</sup>, 2018 and held on:

August 23, 2022

are hereby adopted.
2. THAT the taking of any action authorized in or by the minutes mentioned in Section 1 hereof and the exercise of any powers by the Council or Committees by the said minutes are hereby ratified, authorized and confirmed.
3. THAT, where no individual by-law has been or is passed with respect to the taking of any action authorized in or by the minutes mentioned in Section 1 hereof or with respect to the exercise of any powers by the Council or Committees in the above-mentioned minutes, then this by-law shall be deemed for all purposes to be the by-law required for approving and authorizing the taking of any action authorized therein or thereby or required for the exercise of any power therein by the Council or Committees.
4. THAT the Mayor and proper Officers of the Corporation of the Town of Northeastern Manitoulin and the Islands are hereby authorized and directed to do all things necessary to give effect to the recommendations, motions, resolutions, reports, action and other decisions of the Council or Committees as evidenced by the above-mentioned minutes in Section 1 and the Mayor and Clerk are hereby authorized and directed to execute all necessary documents in the name of the Corporation of the Town of Northeastern Manitoulin and the Islands and to affix the seal of the Corporation thereto.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS  
31st day of August 2022.

Al MacNevin

Mayor

Pam Cress

Clerk

**The Corporation of the Town of Northeastern Manitoulin and the Islands**  
**Minutes of a Regular Council meeting held Tuesday, August 23, 2022**  
**Electronic Format (Zoom)**

**PRESENT:** Mayor Al MacNevin, Councillors: Barb Baker, Al Boyd, Mike Erskine,  
Jim Ferguson, William Koehler, Laurie Cook, Dawn Orr and Bruce Wood

**STAFF PRESENT:** David Williamson, CAO  
Pam Cress, Clerk  
Wayne Williamson, Manager of Public Works  
Reid Taylor, Manager of Community Services

Mayor MacNevin called the meeting to order at 7:00 p.m.

Disclosure of pecuniary interest and the general nature thereof – none

Resolution No.

Moved by: M. Erskine

Seconded by: B. Wood

RESOLVED THAT the Council of the Corporation of the Town of Northeastern Manitoulin and the Islands approves agenda as presented.

Carried

Resolution No. 188-08-2022

Moved by: A. Boyd

Seconded by: B. Koehler

RESOLVED THAT the Council of the Corporation of the Town of Northeastern Manitoulin and the Islands now reads for the first, second and third time and finally passes By-Law No 2022-42, being a by-law to adopt the minutes of Council for the term commencing December 4, 2018 and authorizing the taking of any action authorized therein and thereby.

Carried

Resolution No. 189-08-2022

Moved by: M. Erskine

Seconded by: A. Boyd

RESOLVED THAT the Council of the Corporation of the Town of Northeastern Manitoulin and the Islands authorizes the use of Low Island Park by the organization know as Ryleigh's Ride on September 17<sup>th</sup>, 2022 for a BBQ and lunch and furthermore that Council donates \$200 to the Ryleigh's Ride event.

Carried

Resolution No. 190-08-2022

Moved by: M. Erskine

Seconded by: D. Orr

RESOLVED THAT the Council of the Corporation of the Town of Northeastern Manitoulin and the Islands has no concerns with the application to the Ministry of Northern Development and Natural Resources as submitted by Paul Rolston for the installation of an in-water berm in front of his property to protect his waterline. All work to be performed under the direction of the Ministry and the requirements of all current legislation.

Carried

**The Corporation of the Town of Northeastern Manitoulin and the Islands  
Minutes of Council  
January 7, 2014**

**Page 2**

**Be it noted in the minutes that at 7:43 p.m. Clerk Pam Cress left the meeting after turning the meeting over to her Deputy Clerk, David Williamson**

Resolution No. 191-08-2022

Moved by: J. Ferguson

Seconded by: A. Boyd

RESOLVED THAT the Council of the Corporation of the Town of Northeastern Manitoulin and the Islands accepts the report of the Integrity Commissioner as presented by the Integrity Commissioner regarding the formal complaint filed January 24, 2022.

Carried

Resolution No. 192-08-2022

Moved by: J. Ferguson

Seconded by: B. Wood

RESOLVED THAT the Council of the Corporation of the Town of Northeastern Manitoulin and the Islands does now adjourn at 8:19 p.m.

Carried

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Al MacNevin                      Mayor

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Pam Cress    Clerk



## Northern Ontario Families of Children with Cancer

*Founded in the North for Families of the North*

Registered Charity No. 86467 6713-RR 0001

### Childhood Cancer Awareness Month Proclamation September 2022

WHEREAS there are about 4000 children living with cancer in Ontario, and each year about 400 new cases are diagnosed; and

WHEREAS the causes of cancer in children is largely unknown; and

WHEREAS 1 in 285 children are diagnosed with a malignant cancer before their 20<sup>th</sup> birthday; and

WHEREAS in Canada, childhood cancer remains responsible for more deaths, from one year through adolescence, than any other disease, killing one in four children affected by this disease; and

WHEREAS, childhood cancer crosses all racial, ethnic, and social boundaries; and

WHEREAS, an estimated one third of a family's after tax income is spent on treatment related expenses due to lack of available treatment options for the inhabitants of Northern Ontario; and

WHEREAS dedicated organizations such as Northern Ontario Families of Children with Cancer and volunteers are working diligently to raise funds in order to improve the lives of Northern Ontario families during and after their journey through childhood cancer by providing essential programs and financial services, and by letting the families know they are not alone in their battle.

WHEREAS, the **Town of Northeastern Manitoulin & the Islands** recognizes the devastating effects of childhood cancer on the residents of this Town; and

WHEREAS, this month in **Northeastern Manitoulin & the Islands**, we pay tribute to the healthcare professionals, researchers, private philanthropies and parent advocacy groups who collaborate to provide hope and help to patients and families affected by pediatric cancer while making vital contributions to the ongoing search for a cure;

NOW, THEREFORE, I, \_\_\_\_\_, **Mayor of Town of Northeastern Manitoulin & the Islands**, do hereby proclaim:

SEPTEMBER 2022 AS CHILDHOOD CANCER AWARENESS MONTH

in **Northeastern Manitoulin & the Islands** and encourage residents to show their support of this cause by increasing awareness, speaking up about childhood cancer, wearing the color gold and reaffirming our commitment to fighting childhood cancer.

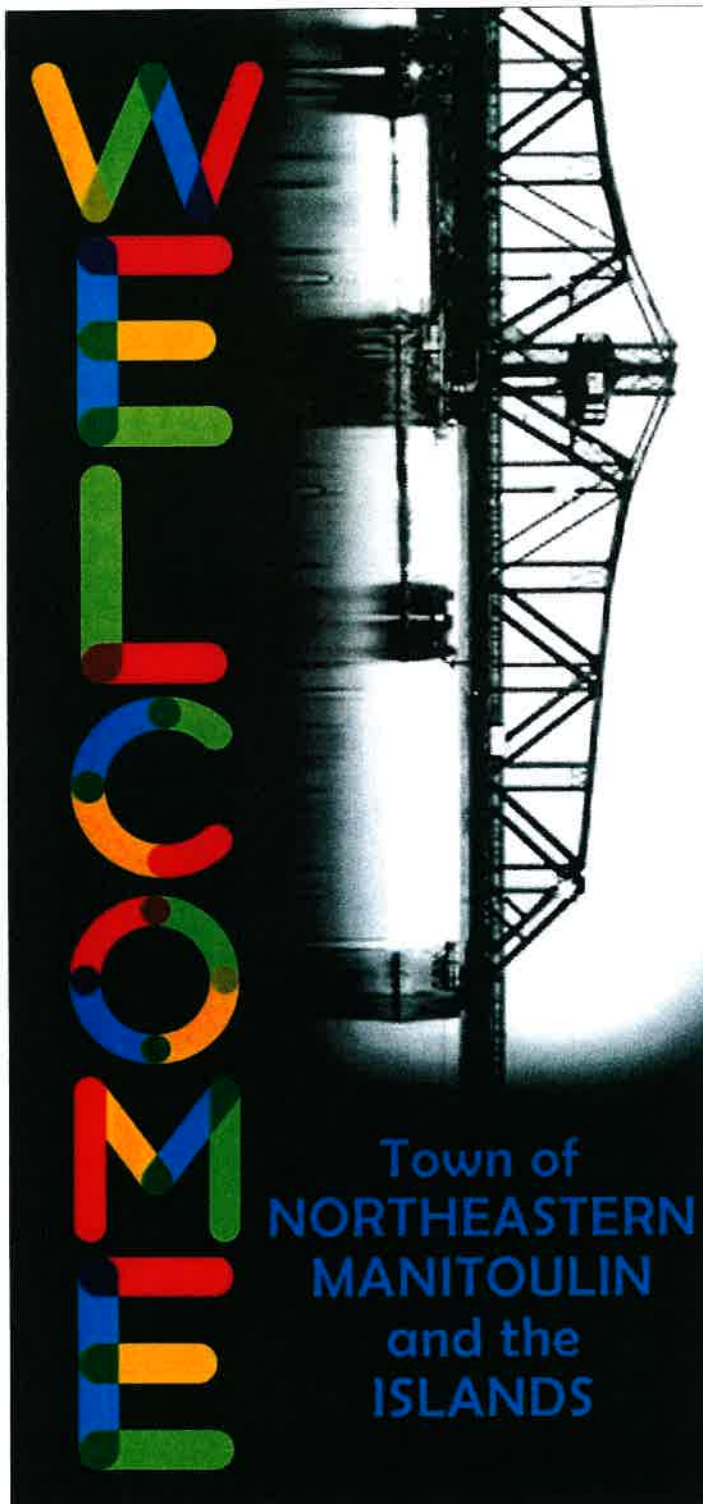
1901 Lasalle Blvd., Sudbury, ON P3A 2A3

705.586.3229 or 1.888.993.9227

Web: [www.nofcc.ca](http://www.nofcc.ca) Email: [info@nofcc.ca](mailto:info@nofcc.ca)

*Striving to improve the lives of families dealing with childhood cancer*





# Town of Northeastern Manitoulin and the Islands

2019-2022 Strategic Plan

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Amended August 2022



**Strategic Planning** systematically addresses the Municipality's purpose, internal and external environment, value to stakeholders, plans for action and long-term financial planning. The strategic plan serves as a roadmap that will take us from where we are today to where we want to be in the coming years.

Recognizing this, the Council for the Town of Northeastern Manitoulin and the Islands (NEMI) developed such a plan and instituted a process that allows updates to the plan to ensure that it continues to meet the evolving needs of the Community. It builds upon the direction of previous strategic plans and is supported by the current Council's strategic direction and identification of specific initiatives.



The Town of NEMI's strategic planning process is the cornerstone of our business model. It is the foundation upon which community projects, initiatives and the annual budgets are based.

We believe that to allocate available resources, we must understand the needs and desires of the residents of the Municipality and the social and environmental factors that affect us. By looking ahead and asking our stakeholders what they need, we establish a vision for the desired level of service and an understanding of what resources will be necessary to achieve those service levels. The result is a strategic plan that helps the Municipality establish priorities and make informed decisions while:

- Improving performance
- Identifying efficiencies
- Building for the future
- Communicating effectively
- Providing clear direction
- Managing Risk

**The Strategic Initiatives Report Card** evaluates progress towards the accomplishment of the specific objectives in the strategic plan. This provides an opportunity to evaluate and revise the supporting strategies and actions. The strategic initiatives report card is provided to Council annually, to outline the progress on strategic initiatives and the Municipality's progress in addressing Council's strategic directions.

## Term of the Strategic Plan

The strategic plan is intended to guide the Town of NEMI for a four (4) year planning horizon. These four-year goals specify the priorities and directions to be focused on and reflect the planning cycles during Council's term.

However, this is a dynamic and evolving plan, created using an assessment of the environment at a specific point in time. As issues, challenges, trends and opportunities emerge, Council has the opportunity to update the strategic plan to ensure Council's evolving priorities and directions continue to be addressed.

## Use of the Strategic Plan

The strategic plan is intended to be used to:

- Align decision making and resource allocation towards the achievement of specific objectives and goals that are consistent with the overarching vision and strategic direction set by Council
- To direct the development of municipal projects and initiatives to ensure they are consistent with the strategic plan.

## Mission Statement

A mission statement captures the essence of the community and provides the general direction for setting specific goals and objectives. Based on input from residents, businesses, community organizations, municipal staff and members of Council, a comprehensive vision was created for the community (Sustainable Community Plan, 2011). This vision was captured in the following mission statement.

"Naturally beautiful, NEMI will strive to enhance, diversify and expand its economic base and entrepreneurial spirit; strengthen the health and well-being of all ages; honor its past and welcome its future, while maintaining its 'unique' quality of life on the Island."

## Strategic Direction

Strategic direction represents the priorities and desired results to be achieved in support of the overall vision and mission. Once the strategic direction is set, the operations of the Municipality can be directed to specific goals and objectives that support that direction. Specific actions can then be taken to support the attainment of the goals and objectives.

The strategic directions identified through the planning process are as follows:

- Enhance Community Infrastructure
- Create an Age Friendly Community
- Strengthen the Local Economy
- Improve Tourism Promotion
- Ensure a livable, healthy and sustainable Community

## Enhance Community Infrastructure

The Town of Northeastern Manitoulin and the Islands hopes to provide robust fixed infrastructure that satisfies the needs of a growing community that reflects our rate of growth and rural nature.

Goal: Enhance Community Infrastructure		Accomplishments to Date
<b>Roads and Sidewalks</b>	Continue to maintain existing roads to a high standard by increasing the number of hard-surfaced roads.	<ul style="list-style-type: none"> <li>▪ Municipal roads have been very well maintained and ongoing annual maintenance continues priority roads.</li> <li>▪ Connecting Link Project completed in 2019-2020, which saw major improvements to the connecting link portion of roadway, as well as drainage upgrades, curbs and sidewalks.</li> <li>▪ Green Bush Road project completed which saw 3.3 kilometers of Green Bush Road improved including sections of the roadway widened and raised, adequate ditching and drainage and installation of several cross-tiles.</li> <li>▪ Orr's Side Road was rehabilitated, proper ditching added and hard surfaced in 2020.</li> <li>▪ 1 Kilometer grade raise to Bay Estates Road completed in 2021.</li> <li>▪ In 2022, roadwork to Green Bay Road (approx. 06,7 meters in length) is taking place.</li> </ul>
	Increase the number of sidewalks and their functionality within our community (i.e., heated sidewalks).	340 linear meters of sidewalk on Draper Street was installed during summer 2021.
	Explore options for hard surfacing.	<ul style="list-style-type: none"> <li>▪ 8.7 kilometers of roads were hard surfaced in 2022.</li> <li>▪ 15.1 kilometers of roads were hard surfaced in 2021.</li> <li>▪ 12.4 kilometers of roads in were hard surfaced in 2020.</li> </ul>

		<ul style="list-style-type: none"> <li>▪ 16.3 kilometers of roads were hard surfaced in 2019.</li> </ul>
<b>Buildings</b>	Upgrading priority buildings (such as Recreation Centre, Spider Bay Marina and a Sand/Salt Shed in Sheguiandah)	<ul style="list-style-type: none"> <li>▪ Recreation Center saw extensive upgrades from 2019-2021, including new dehumidifiers for ice surface and curling club, installation of LED lighting, washroom and dressing room enhancements. Ice Plant Upgrades, the replacement of three air conditioning units and upgrades to the entranceway to make it more easily accessible.</li> <li>▪ Spider Bay Marina Visitor Center/Main Office had significant upgrades including roof, flooring, office, and visitor lounge areas in 2020.</li> <li>▪ Replacement of the rooves on the Information Center and Low Island Pavilion in 2020.</li> <li>▪ Replacement of the roof on the Cold Spring's cemetery building in 2021.</li> <li>▪ Upgrades to the washrooms at Spider Bay Marina in 2021.</li> <li>▪ Received funding from the Ontario Trillium Foundation to create permanent washroom facilities at the Museum Park, as well as upgrade washroom facilities in our parks, Recreation Center, and Information Center in 2021-2022.</li> <li>▪ Received funding in Fall 2021, to complete accessibility enhancements at the Centennial Museum of Sheguiandah, including renovation of upper- level washroom to make accessible and installation of accessible ramps on Morrow and Andrew</li> </ul>

		<p>Ferguson Homesteads. Work to be completed in 2022-2023.</p> <ul style="list-style-type: none"> <li>Received funding in 2022 from NOHFC to replace the Recreation Center's condenser unit and boiler system, which will be completed by December 2022.</li> <li>Received funding in 2022 through NORDS to construct a Sand/Salt Shed at the Sheguiandah Public Works Garage.</li> </ul>
<b>Equipment</b>	Ensure equipment is upgraded on a regular basis.	<ul style="list-style-type: none"> <li>Replacement of equipment is prioritized through a replacement schedule and our municipal asset management plan.</li> <li>Replacement of dock in Spider Bay Marina in 2020.</li> <li>Purchase of a new backhoe in 2021.</li> <li>Purchase and upgrade of our sweeper in 2021.</li> <li>Purchase of 2018 Ram 1500 Truck for Public Works Fleet in 2022.</li> <li>Purchase of a 2021 Kubota Tractor for Public Works in 2022.</li> <li>Funding was utilized to purchase a new Olympia Ice Resurfacer for the NEMI Recreation Center in 2022.</li> <li>Funding was received for the replacement of Pier 6 Dock at Spider Bay Marina, which will be completed by Spring 2023.</li> </ul>
<b>Waterfront Development</b>	Complete a study to assess and define mitigation strategies to deal with the impacts of water levels (high and low) on our community and municipal waterfront infrastructure.	<ul style="list-style-type: none"> <li>Funding was utilized in 2020 to upgrade the waterfront docks to mitigate some of the high-water impacts. Upgrades included two dock raises (Fuel Dock and East Weir for Cruise Ship Tenders), purchase of additional electrical pedestals,</li> </ul>

		stone barriers and purchase of lumber for ramps.
<b>Internet Accessibility</b>	Explore options and availability of broadband and increased internet connectivity in our community.	Council has supported three applications for funding towards community broadband connectivity projects to date.
<b>Parks and Recreation</b>	Explore further development of the Sheguiandah Government Dock area, including creation of space and additional dockage for boaters and seasonal usage.	<ul style="list-style-type: none"> <li>▪ Installation of a stone barrier to help protect and preserve the beach area due to high water levels.</li> <li>▪ Continued exploration of ways to further develop the Sheguiandah Government Dock area for community members and visitors.</li> </ul>
	Continue to enhance Low Island Park to include the upgrade of washrooms and potential for additional recreational opportunities (pump track and running track).	<ul style="list-style-type: none"> <li>▪ Installation of a stone barrier to help protect and preserve the beach area due to high water levels.</li> <li>▪ Installation of mobi-mats to increase accessibility to the playground, splash pad and beach area.</li> <li>▪ Upgrades to Low Island washrooms to make facility more COVID-friendly including, touchless faucets and touchless dispensers (soap, paper towels, etc.) in 2021-2022.</li> <li>▪ Creation of new parkette area on Water Street in 2021.</li> <li>▪ Funding was received in 2021 to install a pump track and walking track and complete ball field fencing upgrades. This work will be completed by Fall 2022.</li> </ul>
	Creation of a dedicated off-leash dog park.	Staff will continue to work to identify a group to fund/operate a dog park.
<b>Water and Sewer infrastructure</b>	Ensure upgrades on both water treatment plants continue on a regular basis.	<ul style="list-style-type: none"> <li>▪ Contribute to Little Current's Water Reserve by \$100,000/year and Sheguiandah's Water Reserve by \$10,000/year.</li> <li>▪ Continued maintenance to both water plants as outlined</li> </ul>



		<p>by OCWA in the Annual Budget.</p> <ul style="list-style-type: none"> <li>▪ Upgrades and replacement of water line on a portion of Meredith Street in 2020.</li> <li>▪ LED Lighting Upgrade at Little Current Water Treatment Plant in November 2020.</li> <li>▪ Upgrades and replacement of Little Current Water Treatment filters and membranes in 2021-2022.</li> </ul>
	Explore the possibility of the installation of a water tower.	Cost analysis for the installation of a water tower for Little Current and Sheguiandah was completed and is not feasible at this time.
<b>Electric Vehicle Infrastructure</b>	Explore installation options for electric vehicle charging stations within our municipality.	Staff to explore options, pricing and locations for electric vehicle charging stations for our municipality.

## Create an Age Friendly Community

Age-friendly communities enable all citizens to live safely, age actively, maintain their health and participate fully in their communities. We will continue to work cooperatively with other levels of government, not for profit organizations, businesses and the community with a goal to ensure age-friendly status for all who live, work, visit or play in our community.

Goal: Create an Age-Friendly Community		Accomplishments to Date
<b>Develop Turner's Park</b>	Support the development of Turner's Park into an age-friendly space for adults and seniors within our community to enjoy. This re-development could include adequate seating, gazebo, community garden space, and meditation garden.	<ul style="list-style-type: none"> <li>In 2020, Turner's Park was enhanced through the purchase and installation of a gazebo, accessible picnic tables and the development of a meditation garden.</li> </ul>
<b>Increase Accessibility</b>	Make areas (curbs, sidewalks and handicapped parking spaces) within our municipality accessible.	Cut curbs down within handicapped parking spaces to make more accessible.
<b>Library</b>	Explore options for how the library can continue to be a vital focus for seniors within our community.	<ul style="list-style-type: none"> <li>The library implemented a successful Senior's COMPASS Program in 2021-2022, to encourage seniors to access the library and its services.</li> <li>Throughout Summer 2022, the library is implementing weekly children's programs.</li> <li>The library received funding to implement a technical skills development program in 2022.</li> <li>The municipality submitted a funding application to the Ontario Trillium Foundation in Summer 2022 on behalf of the library, to support an</li> </ul>

		equipment lending library for community members.
<b>Encourage and promote the provision of services available to seniors</b>	Lobby the government for a Service Ontario location within our community.	<ul style="list-style-type: none"> <li>▪ Council has sent three letters to the Ministry between 2020-2021, to seek a Service Ontario office location in Little Current.</li> <li>▪ Additional benches and chairs placed throughout the community.</li> </ul>

## Strengthen the Local Economy

The Municipality will work with the local business community and partners in economic development to ensure that NEMI becomes a place where existing businesses thrive, and new business are welcomed and given the best opportunity to succeed. NEMI is home to a strong and diverse business community. Ranging from large and small employers to traditional and emerging economic sectors, NEMI has a wide array of businesses, each with different needs and requirements. It is essential that NEMI work to understand the needs of their business community and to ensure new/potential businesses are welcomed and supported by the Municipality.

<b>Goal: Strengthen our Economy</b>		<b>Accomplishments to Date</b>
<b>Recruitment and Retention of Skilled Workforce</b>	Explore marketing opportunities which will promote recruitment and retention opportunities for a skilled workforce/ labor pool.	Continue to promote and share Sudbury& Manitoulin's Workforce Planning and Development's information, impact surveys with local businesses and Local Labor Market Plan.
		Staff have contacted Immigration Canada, as well as Province's Immigration Pilot Program. Currently, they are not currently accepting applications for new communities as part of their pilot program.
<b>Business Development</b>	Attract new business throughout our municipality.	<ul style="list-style-type: none"> <li>▪ Staff continue to work with existing and prospective businesses within NEMI.</li> <li>▪ Assist businesses with COVID related supports.</li> </ul>

		<ul style="list-style-type: none"> <li>Over this last term of Council, there have been several new businesses start-up or re-locate to our community including, but not limited to: Tim Horton's, Pet's Galore, Hollyhock Herbal and Polaris Osteopathy, The Green Tricycle, Cutting Edge Hair Salon, Island Oasis Salon and The Collective.</li> <li>Construction of the new Manitoulin Hotel (12- unit motel) is currently underway with a completion date set for 2023.</li> </ul>
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## Improve Tourism Promotion

The Municipality will work with its partners in tourism to become a more recognizable tourism destination by focusing on tourism infrastructure development, product development and marketing. The Town of NEMI has a very solid offering of both natural and built tourism assets. Coupled with the existing great lakes shoreline, picturesque vistas, rural countryside, restaurants, accommodations, events, festivals, historical, cultural, and artistic offerings, NEMI has the attractions to entice tourists – locally and abroad. Continued work needs to focus on ensuring that NEMI has the right infrastructure in place to stimulate tourism product development and proper marketing as a tourism destination.

Goal: Improve Tourism Promotion		Accomplishments to Date
Tourism Product Development	Further develop our lookouts (McLean's Mountain and Strawberry Lookouts) to make them tourist destinations.	Staff will continue to explore ways we can upgrade and develop our lookouts as tourism destinations.
	Historical interpretation/ guided tours within our community.	<ul style="list-style-type: none"> <li>Received funding to develop a guided, virtual tour and promotional and marketing tools for the Sheguiandah Archaeological Site.</li> </ul>

		<ul style="list-style-type: none"> <li>Opening of the Sheguiandah Archaeological Site and the provision of scheduled, guided tours to the public during Summer 2022.</li> </ul>
	Explore opportunities to further develop and support tourism infrastructure.	<ul style="list-style-type: none"> <li>Staff continue to explore funding opportunities to work with businesses to secure electric vehicle charging stations.</li> <li>MICA funding received to install bike rental and e-bike stations to the public in various Island locations, including Little Current. Installation is expected in Fall 2022.</li> </ul>
<b>Focus on Marketing and Promotion</b>	Increased tourism marketing initiatives.	<ul style="list-style-type: none"> <li>Invest \$10,000 per year in Tourism and Marketing Development.</li> <li>Staff are currently exploring funding opportunities to utilize technology to have promote our tourism assets.</li> <li>Participated in the Manitoulin Adventure App by listing several of our tourism locations for Summer 2022.</li> <li>Sharing and promotion of our tourism assets on social media throughout 2021 and 2022.</li> </ul>
	Explore options to utilize technology to promote our tourism assets	
	Creation of marketing materials to showcase our tourism assets within our community. (I.e., Fall Color Tours, historical signage and trails).	<ul style="list-style-type: none"> <li>Marketing &amp; Promotion of the Sheguiandah Archaeological Site for guided, interpretive tours in 2022 through video, social media/online content and distribution of rack cards and print material across Manitoulin Island and area.</li> </ul>

## Ensuring a Livable, Healthy and Sustainable Community

The Town of NEMI understands that building a well-planned, well maintained and attractive community will attract people to live, work and play in the community. NEMI will work hard with their community and economic development partners to create the community that stands out among other Manitoulin Island communities.

Goal: Ensuring a Livable, Healthy and Sustainable Community		Accomplishments to Date
<b>Protect the Natural Environment and make NEMI more Sustainable</b>	Continue to plant trees throughout our community and green spaces.	<ul style="list-style-type: none"> <li>▪ Nine trees planted downtown in 2019.</li> <li>▪ Staff continue to explore funding opportunities to support tree planting across our municipality.</li> </ul>
	Explore options for energy use reduction as identified in our Energy Conservation and Demand Management Plan.	<ul style="list-style-type: none"> <li>▪ Upgrades to NEMI Recreation Center Ice Plant, lighting, dehumidifiers and air conditioners, condenser unit and boiler system from 2019 to 2022.</li> <li>▪ LED Lighting upgrades at several buildings and park facilities.</li> <li>▪ On demand hot water upgrades at several buildings.</li> <li>▪ Staff continue to analyze energy consumption data</li> </ul>
	Build a structure to contain salt stored at both the Sheguiandah and Little Current public works yards.	<ul style="list-style-type: none"> <li>▪ Sand/Salt Containment Shed built at Little Current Public Works garage.</li> <li>▪ Funding received to build a Sand/Salt Containment Shed at the Sheguiandah Public Works garage in 2022-2023.</li> </ul>
	Explore composting at landfill to aid diversion efforts and increase life expectancy.	Staff continue to explore food waste diversion and composting programs and funding.
	Continued and/or increased protection of our natural	Map natural heritage features.

	environment (i.e., Mapping of wetlands, endangered species and green spaces)	
<b>Set affordable rates for residents</b>	Keep water rates a reasonable level for our residents	Continue to seek cost efficiencies in the water system.
<b>Development of Municipal Property</b>	Work with interested partners/businesses to explore potential development opportunities for the property located by Low Island that was donated by the Lily Fielding Foundation to the municipality.	<ul style="list-style-type: none"> <li>▪ In 2021, Council granted permission to Manitoulin District Social Services Administration Services Board (DSSAB) to conduct a feasibility study of the property for a multi-residential housing development, geared towards seniors housing. As part of this project, 12 units are to be constructed, beginning in 2022.</li> <li>▪ New subdivision lots have been sold for development.</li> </ul>
<b>Community Programming</b>	Promote and encourage activities and events within our community for all age groups, that inspire, educate and encourage social, emotional and physical well-being.	<ul style="list-style-type: none"> <li>▪ Events Coordinator organizes and facilitates a variety of programming and activities geared towards all age groups including children, youth, families and seniors on a regular, on-going basis.</li> <li>▪ Children's Summer Programs were held at both the Centennial Museum of Sheguiandah and the NEMI Public Library throughout Summer 2022.</li> <li>▪ Creation of an outdoor rink on the tennis courts at the NEMI Recreation Center during the Winter of 2021-2022.</li> </ul>

This Strategic Plan provides Council, Staff and the Community with the goals and objectives of Council for the current term and will be used as guiding document for priority setting and decision making. It is an evolving document and will be reviewed on an annual basis to ensure that the specific objectives identified in the plan remain relevant and consistent with the social and economic environment in the

Town of Northeastern Manitoulin and the Islands. At all times, Council reserves the right to deviate from the established objectives to pursue emerging opportunities for community growth and development or to address priority needs.



**Tax Levy Comparison - Manitoulin & Area Municipalities (2022**  
***per \$100,000 of assessment***

