



Municipality of Neebing **Strategic Plan 2025-2028**



Table of Contents

Introduction 3

The Environment for Planning 4

Mission and Vision Statements..... 6

Values..... 7

Strategic Directions 8

Strategic Directions and Objectives..... 9

Performance Measures..... 16

Implementation 17

References 18

Note: Some information in this document is presented in tables, and screen readers may find the table format difficult to interpret. A version of this document, with text instead of tables, is available on the Neebing website.



Introduction

The Municipality of Neebing Strategic Plan fits within a framework and context of existing plans. The Strategic Plan captures the vision and direction specific to the Municipality, and reflects the strategies it will employ to support a sustainable environment in which its citizens and businesses can thrive. The Strategic Plan is a key document that provides direction for organizational planning work and tasks. The Municipality’s Asset Management Plan, Capital Plan, Budget and Operational plans all link back to the Strategic Plan.

Council and Staff have worked together to define the mission, vision, values, strategic

themes and objectives for Neebing. We have collaboratively requested and listened to input from Neebing citizens, staff, volunteers, and stakeholders through public consultations. We have coupled this input with existing goals and worked closely together to develop this road-map for the next four years.

This Strategic Plan is intended to be a ‘fluid’ document that provides clear direction and establishes the foundation for organizational and operational decisions. It is regularly reviewed and with Council direction may be updated based on internal and external changes.

Neebing High Level Plans



The Environment for Planning

The Municipality of Neebing is a single-tier municipality in Northwestern Ontario with a population of approximately 2,241 (2021 Statistics Canada Census) residents and a total area of 875 square kilometers. The Municipality is located in the Robinson Superior Treaty Territory and in the traditional lands of the Anishinaabe People of Fort William First Nation and the Metis.

The Municipality is located south of Thunder Bay and ends at the northern border of Minnesota. Highway 61 connects the United States and Canada at Pigeon River.

The area is wilderness, rural and recreational with pockets of farmland. The Municipality offers abundant natural beauty, hiking and boat launches on two inland lakes and Lake Superior.

Neebing is composed of five townships with a Community Hall, an outdoor pavilion and rink, an outdoor rink, two landfill sites, five active fire halls, a Municipally run cemetery, two playgrounds and seven small parks and boat launches. The population density is less than 3 people per square kilometre, and is very low compared to Southern Ontario.

The majority of taxable assessment in Neebing is residential (89.6%), followed by farmlands (3.3%) and commercial

properties (3.3%). Properties with roll numbers that are exempt from taxation make up 2.56% of the total assessment. Neebing also has large tracts of crown land that are unassessed. (MPAC, 2024).

Neebing is experiencing some population growth (9.1% from 2016 to 2021) (Statistics Canada, 2024). The population is somewhat older than in Ontario as a whole, with a median age of 49 in Neebing as compared to 42 in Ontario. Like the rest of Canada, Neebing is faced with the realities of an aging baby boomer population, which include a diminishing workforce, requirements for appropriate housing, transportation options, and additional health and social services.

There are thriving Indigenous lead businesses in Neebing that take advantage of the natural beauty and wilderness. There are also opportunities for partnerships with the neighbouring bands in Fort William First Nation and Grand Portage in Minnesota.

Neebing's population is generally well-educated, with an above-average number of citizens possessing apprenticeship and college qualifications (Statistics Canada, 2024). Post-secondary education is available outside the community through online education options and at Confederation



College and Lakehead University located in the City of Thunder Bay.

Neebing residents have a higher rate of unemployment and lower median household income compared to Ontario as a whole, and there is a large gap between households with high income (130 >\$150,000) and those households with low incomes (95 <\$40,000) (Statistics Canada, 2024).

Small businesses account for most of Neebing's employers, with 90.4% percent of businesses in the community having fewer than five employees. According to the Northern Policy Institute (2017), Neebing has a larger proportion of employers in animal production and aquaculture, and in the specialty trade contractor industry. Many of Neebing's residents commute into Thunder Bay for work.



Mission and Vision Statements

A Mission Statement describes why we exist and why it's important. A Vision Statement describes where we want to be in the future; and it connects the mission statement to the values and goals.

Mission

The Municipality of Neebing provides governance that delivers quality public service with an emphasis on neighbourhood livability, responsible planning, and management of the natural environment.

Vision

Neebing strives to be a vibrant rural municipality that enriches the quality of life for its citizens, nurtures its economy, and continues to build on community pride making it a healthy place to live, work, and play.



Values

At the Municipality of Neebing we value:

Accountability:

financial responsibility, transparency, trust, competence, professionalism, integrity, fairness, impartiality, determination

Stewardship:

planning, environment, teamwork, making a difference, partnership, efficiency, commitment, innovation, economy, vision, knowledge

Lifestyle:

nature, outdoors, imagination, recreation, opportunity, adventure, humour, people, diversity

Social Responsibility:

caring, compassion, family, commitment, accessibility, patience, partnership, service, listening, volunteering, health, decisiveness, supportive



Strategic Directions

Strategic directions are the areas chosen to bring about a desired future – the high-level categories to achieve our vision.

Municipal Infrastructure

Municipal infrastructure is maintained to optimize its lifecycle and replaced as necessary.

Tourism

Neebing is a known and popular tourist destination

Economic Development

Expand business capacity in Neebing

Health

Neebing strives to have health and related services available to support aging in place

Community and Recreation

Neebing is a community of neighbourhoods where people work together in support of recreation activities, facilities and healthy lifestyles

Governance and Administration

Neebing is managed by the right number of people with the right skills and the right resources



Strategic Directions and Objectives

Objectives, and the activities within the objectives, provide clear measurable steps to move forward within each strategic direction theme.

Municipal Infrastructure

Objective: Municipal Infrastructure is maintained to optimize its life cycle and replaced as necessary

Table of Activities

Municipal Infrastructure Activities	2025	2026	2027	2028
1. Complete the Fire Safety Bay at the Municipal Office		X		
2. Improve and modernize Landfill Sites			X	
3. Develop a facilities maintenance plan, for preventative maintenance rather than reactive maintenance.				X
4. Create policies that address capital roads improvements	X			
5. Incorporate a risk analysis framework into exist Asset Management Planning.	X			
6. Find and develop a new source for municipal gravel.				X
7. Attract new Residents by improving recreation infrastructure.	X	X	X	



Tourism

Objective: Neebing is known and popular as a tourism destination

Table of Activities

Tourism Activities	2025	2026	2027	2028
1. Continue to Partner with Organizations/City to promote Tourism and Develop Tourism (i.e., Path of the Paddle, Ontario Parks, the dark skies initiative, the Nature Conservancy, the Lakehead Region Conservation Authority, etc.)	X	X	X	X
2. Promote Blake Hall for Events	X	X	X	X
3. Develop promotional products (“Why Visit Neebing”, trail maps etc.)			X	
4. Support and work with partners for trail development.			X	



Economic Development

Objective: Expand business capacity in Neebing

Table of Activities

Economic Development Activities	2025	2026	2027	2028
1. Create Economic Development landing page on website with resources that are easy to find and use.			X	
2. Encourage opportunities for Year-Round Tourism				X
3. Support the development of improved Cell Coverage	X	X	X	X
4. Create position for Economic/Community Development/Event Planning and relationship building with partners			X	
5. Continue to develop Indigenous Relationships and Indigenous signage and History Project				X
6. Finish Life in Neebing Video and showcase both videos on the Neebing website	X			
7. Develop a Calendar to Promote Neebing			X	



Health and wellbeing

Objective: Neebing has health and related services

Table of Activities

Health and wellbeing Activities	2025	2026	2027	2028
1. Improve Community Safety Resources and Communication Strategy in conjunction with Neebing Emergency Services		X		
2. Encourage the establishment of health-related businesses and services.	X	X	X	X
a. Approach organizations regarding a Mobile Health Clinic within Neebing Boundaries				
3. Set up seniors committee to identify and develop services to help keep seniors in their homes; identify priorities; needs, including transportation, safety checks, opportunities for supportive living etc.				X
4. Work with outside Investors and Agencies to develop Senior's Independent Living Accommodation				X
5. Schedule mobile health testing such as Mammograms	X	X	X	X
6. Support Mental Health Information Programs		X		
7. Host more public information sessions with external organizations at Blake Hall (DSSAB Unemployment, CRA, Welfare, Housing)	X	X	X	



Community and Recreation

Objective: Neebing is a community of neighbourhoods where people work together in support of recreation activities, facilities and healthy living

Table of Activities

Community and Recreation Activities	2025	2026	2027	2028
1. Create an Open Spaces Master Plan including parks, vacant land and boat launches			X	
2. Develop Blake Hall grounds to create a community recreation hub (volleyball, court sports, events)			X	
3. Develop a better system for Rink Maintenance at Blake Hall including cistern, heated pumphouse, storage for maintenance items		X		
4. Develop Cloud Lake Park, including rehabilitate boat launch, increase picnic area, and swing set.			X	
5. West Oliver Lake Park long term ownership or lease and install vault toilet.	X			
6. Sturgeon Bay Boat Launch Improvements (port-a-potty, kayak canoe dock)		X		
7. Encourage programs and events for the Public such as sporting events, farmers market, DIY classes.			X	X
8. Seniors Activities and Information sessions including			X	X
a. Classes				
b. Preventing Abuse				



Governance and Administration

Objective: Neebing is managed by the right number of people with the right skills and the right resources.

Table of Activities

Governance and Administration Activities	2025	2026	2027	2028
1. Develop Communication Strategy	X	X	X	X
a. Develop strategies to counter false information				
b. Continue to use, update and improve the Municipal website and Facebook page.				
c. Develop ongoing education program on Waste Management, need for recycling etc.				
d. Continue Neebing News and have more local articles and stories.				
2. Be Fiscally Responsible.	X	X	X	X
a. Continue to leverage Neebing's assets by looking for Applicable Grants including for Infrastructure, Housing, Recreation Facilities and Intern positions. Develop Shovel-ready Projects for grants (e.g. Cloud Lake Rockfall Hazzard, Park Development)				
b. Lobby Federal Government for compensation for CLTIP				
c. Lobby Federal Government for increase Canada Community Building Funds				
3. Complete Official Plan and update zoning bylaw to support safety and development.				X



Governance and Administration Activities	2025	2026	2027	2028
4. Create plans and policies that support staff performance (retention, work environment, HR (job descriptions, performance review, training, continuity planning, hiring etc.),			X	
5. Increase By-Law enforcement (trailer, dogs, derelict buildings (Building Code Act)	X	X	X	X
6. Adopt an attitude that supports asset management planning and analysis, including linking long term planning documents with asset management to sustainably manage our assets and resources	X	X	X	X
7. Emergency Services plan review		X		
8. Develop a procedure to review and update policies			X	
9. Look for opportunities to modernize and create efficiencies in Administrative Processes	X	X	X	X



Performance Measures

Performance measures provide a means of evaluating progress, understanding where adjustments in strategy may be required, and reporting to the public. The following set of performance measures will form the basis of future reporting for Neebing.

Measure	Municipal Infrastructure	Tourism	Attracting Economic Development	Health	Community and Recreation	Governance and Administration
Active stakeholder partnerships	x	x	x	x	x	x
Federal and provincial commitments	x	x	x	x	x	x
Growth in population	x		x	x	x	x
Business growth and diversification	x		x			
Visitors, perception		x			x	
Recreational opportunities, programs and participation		x			x	
Neebing has active community volunteers		x	x	x	x	x
Seniors/affordable housing units				x		
Services for seniors			x	x	x	
Municipal revenues and financial stability	x		x			x
Municipal planning documents (Strategic, Official, Asset Management, Financial, Fire, Economic Development etc) are in alignment	x					x
Number of complaints are reduced	x					x
Compliant with Asset Management Policy and legislation	x					x

Implementation

Work began on this strategic plan in early 2024. A Citizen Satisfaction Survey was completed by the Public and reviewed by Council in the Spring of 2024. Council reviewed the objectives from the past Strategic Plan and the Mission Vision Values and Goals Statement in the Summer. In the Fall Council held a brainstorming session to develop new goals and Administration was directed to hold consultations with the Public, Committee Members, Volunteers and Staff. Administration then took the combined set of goals from all sources, including the Citizen Satisfaction survey, organized them by theme, and presented a draft plan, with the raw data for Council to review in June of 2025. Council provided direction and authorized Administration to issue this 2025-2028 plan.

While some objectives were already being moved forward prior to finalizing the plan,

the results of this Strategic Plan will be formally communicated to staff by the Clerk-Treasurer, and it will be used by Staff and Council to inform their decision-making.

Progress advancing this plan will be reviewed annually beginning in 2026 by Council. The annual review will include reviewing the plan to ensure it remains valid, and updating strategies and objectives to support the vision and strategic directions. Progress advancing this plan will be communicated to the community in an annual report to the community.

Elections in Neebing are held every four years. It is recommended that the next Council begin work on the plan in 2028, and be ready to implement a renewed plan in 2029.



References

MPAC. (2024). *Neebing Municipal Change Profile*. Neebing: Municipal Property Assessment Corporation.

Northern Policy Institute. (2017). *Community Labour Market Report*. Thunder Bay: Northern Policy Institute. Retrieved from <https://www.northernpolicy.ca/upload/documents/publications/clmr-series/clmr-neebling-en-17.03.09.pdf>

Statistics Canada. (2024, 08 02). *Census Profile 2021 Neebing*. Retrieved from Statistics Canada: <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=ontario&DGUIDlist=2021A00053558001,2021A000235&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>

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