

Municipality of Red Lake's Municipal Cultural Plan

**Final Version
June, 2011**

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Red Lake's Municipal Cultural Plan Project

July 2010 – March 2011

Funding provided by the Government of Ontario



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“In the long-term vision we have been developing, there are four pillars of sustainability for cities. The fourth one is the creative pillar, and that’s the one a lot of people overlook. But creativity is ultimately what makes a [community] great. The reason we all want to go to Paris is not the quality of its sewers.”

The Hon. John Godfrey, Minister of State (Infrastructure and Communities)¹

Preamble

In 2011, Red Lake is a community at a crossroads. Historically, its economy has been built on resource extraction – first fur trading, then mining and forest products. Now, in the second decade of the 21st Century, gold mining continues to drive Red Lake’s economy, with 25% of the population employed by the Goldcorp gold mine. Lumber extraction continues but at a slower pace. The fishing and hunting lodges, which have traditionally catered mainly to American anglers and hunters, are experiencing a decrease in their business for economic and other reasons. Red Lake is fortunate compared to its neighbours, many of whom have suffered the withdrawal of their main economic driver as forestry industry mills and jobs are lost across the region. In contrast, Red Lake suffers from a lack of workers for many small businesses in town, and a shortage of housing to accommodate everybody who wants to live and work here.

So what crossroads is Red Lake confronting? In the next few years, Red Lake faces a crucial decision – will it continue along the path that it has followed for the last century, allowing its development as a community to be unplanned and re-active? Or, will it take a new path that allows for a pro-active stance towards developing a community that is diverse, vibrant, and offers a high quality of life for all its residents?

Like many resource-based northern Ontario communities, the development of the six communities that make up the District of Red Lake has often been random and haphazard. The aesthetic look of the downtown core, for example, has been less of a priority than the need to provide the variety of services required by a booming gold mining town. This is not meant as a criticism of past municipal governments, but rather a statement acknowledging how we got to where we are today.

At the same time, it should be acknowledged that the idea of promoting our unique northern lifestyle is not a new one for Red Lake’s municipal and business leaders. This community has a track record of investing in various cultural programs and activities, from Canada Day celebrations to local libraries, sports facilities, and the Red Lake

¹ quoted in the Toronto Star, July 21, 2004

Heritage Centre. The most recent example of municipal investment in cultural infrastructure is the upgrading of Centennial Park last year to include a walking trail and a skate park for the youth.

At this point in time the Municipality of Red Lake has a strong foundation on which to build a thriving, creative, and resilient community. For example, these Municipal plans (both recent and older) offer excellent guidance and direction:

- Sustainable Community Plan, February 2010
- Parks and Recreation Master Plan, March 2010
- The Waterway Development Project, 1993
- Tourism Opportunities Study, 1988
- Gold Rush Plan, 1989
- C.A.U.S.E report, 1982

In addition, the Municipality is currently in the process of revising its five year Strategic Plan.

The following plans generated by local organizations offer additional insight and guidance:

- Youth Retention Plan (Chukuni Community Development Corporation, April 2010)
- Our Communities, Our Health, Our Future: Community Engagement Summary Report, Phase I (Northwestern Health Unit, August 2010)
- Tourism Enhancement Plan for the Red Lake Touring Region (August, 2003)
- Communities In Bloom Provincial Evaluation Forms: 2007, 2008, 2009

As stated earlier, the Municipality of Red Lake faces a crucial juncture in its history. Resource extraction will continue indefinitely into the future as a valuable and important part of this community's economy. A Municipal Cultural Plan offers the opportunity to shape and diversify our economy in a way that allows it to be more responsive to the rapidly shifting society of the 21st century while at the same time better reflecting our rich culture and heritage. Our community has the choice to become proactive and plan for a future Red Lake that enjoys the prosperity that having one of the richest gold mines in the world brings, but also values and fosters creativity, a sense of community and a sense of place in its citizens. Red Lake can become, not only one of the best places in Canada to make a living, but also one of the best places in Canada to live and to visit.



*Creativity and culture build local economies. Across Ontario municipalities are turning to municipal cultural planning (MCP) to support **culture-led economic and community development**. MCP is a tool for identifying what is unique about a community and using it for economic prosperity and improved quality of life.*

<http://www.ontariomcp.ca/>

Executive Summary

What is Culture?

The culture of a place and people is about three cultures: cultures as values; culture as urban vibes; culture as a formal artistic expression. Small “c” culture is our values and beliefs, and informs our lived culture, the aroma, sound, look, feel, and touch of our street corners, cafes, subway platforms, and parks, and the vibe and buzz of neighbourhood main streets and gathering places... These characteristics are critical to attracting the most important resource of a modern economy – creative people.
(Gord Hume, *Cultural Planning for Creative Cities*)

What is Municipal Cultural Planning (MCP)?

MCP is about building local economies through culture. It is about municipalities responding to major new economic and demographic realities. It is about attracting jobs in a new knowledge-based economy. It is about building municipalities that are liveable and environmentally sustainable. It is about regenerating downtowns and building healthy neighbourhoods.

The Municipal Cultural Planning Partnership defines municipal cultural planning as: "The strategic and integrated planning and use of cultural resources for economic and community development."
(<http://ontariomcp.ca>)

Purpose of Red Lake’s Municipal Cultural Plan:

Culture is an economic driver for communities. If adopted, Red Lake’s Municipal Cultural Plan will integrate the consideration of our culture and heritage into all aspects of local planning and decision-making. By making arts and culture a prominent component of Red Lake’s economic and social development strategies, the Cultural Plan

will provide a way to boost our local economy *and* a strategy for improving the quality of life of Red Lakers.

Economic Development and Cultural Planning:

While some may be tempted to dismiss municipal cultural planning as a “fad”, the truth is that progressive communities have used cultural planning to enhance and develop their municipalities for decades. The cultural planning process is designed to help improve a community *and* its economic and cultural sustainability. So closely related are they that many communities combine economic development and culture & tourism into the same department. It is a hard-nosed business reality that municipal economies that depend primarily on one traditional industry are more vulnerable to economic stress and downturns. On the other hand, municipalities that have a diversified economic base are in a vastly stronger economic position. While economic development and cultural planning may seem at first glance to be strange partners, in fact they are closely and inextricably linked. Cultural planning is about celebrating our unique culture and heritage in a way that builds a vibrant, healthy community with a strong, diversified base for economic prosperity.



Background:

Red Lake is a community of 4500² people strategically located as an access point to a large portion of Northwestern Ontario and the gateway to Woodland Caribou Provincial Park. The community is characterized by northern hospitality and an entrepreneurial spirit. With an economy that is driven by resource extraction, Red Lake also has a proud history in the arts, culture, history and heritage.

In the summer of 2010, the Municipality of Red Lake, in partnership with the Red Lake Heritage Centre, received funding from the Ministry of Tourism and Culture to proceed with a Municipal Cultural Plan. The aim of the project was to integrate the Municipality of Red Lake’s cultural and heritage resources with economic and tourism development, youth activities, school and public programs, and environmental projects. Its goal was to support a creative community and promote cultural tourism throughout the region.

At the time that the Municipal Cultural Plan was proceeding, the Municipality also received funding from the Federation of Canadian Municipalities to undertake a Sustainable Community Plan (SCP), based on four pillars: Economy, Society, Environment, and Culture. The four pillars approach to sustainable community development recommended by the Harcourt Commission in 2006 describes economic

² Community Profile 2010

prosperity, environmental sustainability, social equity, and cultural vitality as a more balance and progressive model for community development and is being adopted around the world.³ The Sustainable Community Plan was subsequently adopted by Council in February, 2011.

The MCP builds on the foundation laid down in the SCP, and elaborates on the “culture” pillar by focusing specifically on Red Lake’s cultural resources and assets. The Municipal Cultural Plan, if adopted, will offer guidance on the process of integrating cultural planning with land-use planning, economic development, environmental responsibility, and social equity.

The challenge for this community will be to maintain and build on this positive momentum with the reality of both fiscal restraint and volunteer burnout. Currently Red Lake’s signature community festival, the Norseman Festival, is undergoing massive changes in an attempt to address the lack of new volunteers and the burnout among the remaining committed ones. For this reason, and others, the timing is right for the Municipality of Red Lake to implement a Municipal Cultural Plan. As noted earlier, the Municipality has a strong foundation to build a thriving, creative, and resilient community that is ready to meet the challenges of the 21st century head on.

In evaluating a Municipal Cultural Plan for Red Lake, it is important to keep in mind that the belief that people will follow jobs is now being replaced by the idea that *jobs* will follow *people*. And what attracts bright young people to a good job are the characteristics of the community in which they are going to live and the quality of life that is available to them and their families.

“The evidence is simply overwhelming – to prosper in the future, Canadian communities must embrace Cultural Planning as a key and core element of municipal government.”
Gord Hume, *Cultural Planning for Creative Cities*

Benefits of Cultural Planning:

Studies have shown that a strong, vibrant cultural sector:

- Has a positive impact on the economy
- Builds interpersonal ties and promotes volunteering in the community

³ Hawkes, Jon: The Fourth Pillar of Sustainability: Culture’s essential role in public planning; Common Ground, 2001

- Has a positive influence on the development of our youth
- Is a powerful resource for inspiring civic pride and community ownership
- Builds community identity and pride
- Builds social networks
- Increases tolerance of others
- Increases the attractiveness of the area to tourists, businesses, new residents, and investors

(www.ontariomcp.ca and Thunder Bay's Cultural Policy, 2005)

Vision

Red Lake will be one of the most economically diverse, socially and culturally rich, and environmentally responsible resource-based communities in the world, providing a high quality of life to local citizens and offering world-class services to both residents and visitors.



*The culture of a place and people is about three cultures: **cultures as values**; culture as urban vibes; culture as a formal artistic expression. Small “c” culture is our values and beliefs, and informs our lived culture, the aroma, sound, look, feel, and touch of our street corners, cafes, subway platforms, and parks, and the vibe and buzz of neighbourhood main streets and gathering places...These characteristics are critical to attracting the most important resource of a modern economy – creative people.*

(Gord Hume, Cultural Planning for Creative Cities)

Process

In creating a Municipal Cultural Plan for the community of Red Lake, it was important to gather data on what its citizens value, the first “culture” that Gord Hume mentions. Gathering this input from residents has been a focus of this project since the start. Several methods of data collection have been used to ensure the widest range of feedback from as many people representing as broad a demographic spread as possible. Over the nine months of the Cultural Planning project, information about what Red Lakers value has been gathered through personal interviews with over 60 people, as well as surveying the community. Residents of all ages attending various public events at local schools, as well as the Red Lake library, were asked the question, “*What makes Red Lake special to you?*” They were invited to note their responses - the events, activities, and places – to that question on a map of the district. 212 responses were received, and are summarized in Appendix A (attached). Several articles in the Northern Sun newspaper about the project also solicited input from readers on their experiences and values.

In addition to the data collection specifically undertaken during the MCP project, residents have also been surveyed recently during the formation of the Sustainable Community Plan and the Recreation and Parks Master Plan, as well as for the Youth Retention Initiative, and during the Northwestern Health Unit’s Community Engagement meetings. As well, the presentation to Kenora District Municipal Association General Meeting, in February, by Jenna Blower, representing the Grade 6 class at Golden Learning Centre, offers a perspective of what younger members of our community value. All of this data has been considered when formulating Red Lake’s Municipal Cultural Plan.



“My name is Jenna at I am here to inform you of how our community is growing and how our voice can be heard while new productions are happening. The first thing I want to talk about today is all the incredible chances that our great municipality has already given us. Recently they have provided us with a skate park for our entertainment, a recycling program to protect our environment and improved our highways and local roads for our safety. Not to mention the ‘Mayor For a Day’ program which is an amazing experience and takes place in Fall.”

Jenna Blower, Grade 6, Golden Learning Centre, during a presentation to the Kenora District Municipal Association General Meeting, February, 2011

Our Shared Values

What follows is a summary of our community’s values gathered during the course of the Municipal Cultural Plan project. Statements from community members about what they valued, collected during the MCP process, are included. As well, supporting statements from other sources are included as indicated. Appendix D (attached) is summary of the following values.

• Value: Our Natural Environment

Red Lake residents value our beautiful natural setting, and the opportunities for outdoor recreation and the enjoyment of nature and wildlife that it supplies. We take pride in the wilderness setting of the community. Residents want to see a balance struck between the District’s economic and population growth and the environment, as evidenced by clean air, clean water, abundance of natural resources and a sense of “wildness”.

“The wilderness is the strongest asset we have. When the mining is gone, the wilderness will still be here. We need to respect and preserve it.”

“Our setting is important, with the lake and the trees. It’s a good recreational setting.”

“Our family loves our time at St. Paul’s Bay at our cabin.”

“I love the natural setting.”

“The aspects of Red Lake that really appeal to these respondents, age 15 – 18 years, are the outdoor activities available, the nature and scenery, and the small-town mentality.” Youth Survey 2010, CCDC

“Beautify the areas we already have like our beaches. Keep them clean and kept up.”

- **Value: Red Lake's Cultural Heritage**

Many people in our community feel passionately about our heritage. There are 4 strands of our history that people are interested in. The four are, in alphabetical order:

- Aboriginal history
- Aviation
- Immigration/Multicultural heritage
- Mining

People often expressed a strong interest in one strand, with occasional overlapping interest in one or more of the other strands. There are, however, strong connections between all the strands; for example, the story of immigration is intertwined with the history of gold mining, because employment at the mine was what stimulated the influx of people. The same is true for aviation and aboriginal history – both are intertwined with each other, as well as with the history of the mine and of immigration.

“It is important for us to commemorate miners from different communities that have contributed to Red Lake’s success – First Nations, European immigrants, and the early Canadian pioneers.”

“Mining is here because of the rocks, and the community is here because of mining.”

“Aboriginal people in the community have a lot of gifts that should be recognized and preserved.”

“Our history could be highlighted in so different many ways around the community. What about a restaurant or municipal building with a feature wall made up of local rocks?”

“There used to be a multicultural festival in the summer, with a parade and different kinds of ethnic foods.”

“There’s a lack of space and attention in our community devoted to our rich aviation history.”

“A fellow from England who lived here for a while asked me why there is no place to buy a sample of gold, still in the rock, anywhere in town. He says it would make a great souvenir.”

“One of the assets of this area is the extreme diversity in activity. A person can be 500 feet underground in the morning and in the afternoon take a float plane 500 feet above ground.”

- **Value: Our Heritage on the Water**

Our waterways and beaches are an important part of our community's heritage and should be celebrated and recognized much more than they are today.

"The west end of the lake is the most interesting, geologically speaking."

"The lake has a lot of history that isn't known. For example, the rock at the west end of the lake that is submerged under water right now, but that has historic signatures on it."

"It's fantastic that Brian Kreviachuk, John Richthammer, and Alistair McCrae are building a museum on the island between Bow Narrows and Trout Bay."

"There are only a few spaces that someone can fish in town without a boat. This should be something to preserve and improve in the future. The two government docks in town are available, but aren't good fishing spots."

"The waterways are significant to First Nations history, but this history isn't noted or shared."

- **Value: Visual Appeal of Red Lake's downtown core and waterfront**

Many residents feel that Red Lake's downtown core needs a facelift, and that its prime location on the waterfront is underutilized. Right now, the downtown gives a lackluster impression of our town to residents and visitors.

"We don't use our waterfront well here, except for Norseman Park and the Government Docks."

"The new electronic sign downtown is an eyesore."

*"Rather than diverting business from the core, we should be developing the core. There should be a hotel in downtown Red Lake, not on the outskirts of town, and **not** a hostel downtown."*

"Storefronts need improvement."

"The aesthetics of the community need to be addressed."

"It will be up to each building owner to respond to the community's expressed wish for better design. If the extra effort in design is well recognized, leadership in design by example will be established and the incentive to be recognized in the community for such design effort should be all that is necessary to achieve a long term improvement in the built environment." CAUSE Red Lake study, 1982

“If these [downtown improvement] strategies are not adopted, the slippage of businesses away from the existing core will lead to its decline and consequent lack of new investment. Residents and tourists will respond to the businesses that are located elsewhere and the community will lose its identity and focus.” CAUSE Red Lake study, 1982

“I know we don’t want to lose the small town feel, and what our town consists of, however, it doesn’t serve us well as a community to keep looking backward into the past. We need to move and change with the times. Even though our town is small, we can make it beautiful with well kept sidewalks, landscaping, lights, etc. Dark, broken and dingy never served anyone well.”

“I wish there was a skating rink in Norseman Park during the winter. It would show off our waterfront.”

- **Value: Our People - Volunteering and Community Spirit**

Volunteering is valued by residents. Red Lake has a history of being a very caring community and of reaching out to community members in need. However, there is a sense of volunteer burnout. Residents would like more tangible support from both the Municipality and the main employer, Goldcorp, in putting on community events.

“A community is only as good as it treats its less fortunate people.”

“Red Lake’s intangible resources are more important than our tangible ones – attitude, openness, pride.”

“Part of the story of this community is how people take care of each other.”

“The first Trapper’s Festival was fabulous. It was a joint effort between the two Trapper’s organizations in town, there was tons to do. But after a few years, the volunteers got burnt out.”

“How about recognition every week in the newspaper to a community leader or volunteer? There should be some incentives to share positive as well as negative feedback with the town.”

“The essence of the people here is their mutual helpfulness, their resourcefulness and pragmatism, their intelligence and their hard work.” CAUSE Red Lake study, 1982



- **Value: Red Lake's Youth and Seniors**

Our youth are important to this community, and yet currently there are few options for evening activities other than sports. A growing culture of drug abuse is also recognized by parents and educators. Seniors are viewed as a resource and source of knowledge.

"More senior and youth activities are needed."

"We need programs for the community outside of sports."

"Daycare spots are an issue for young families."

"The improvements to Red Lake that these youth (15-18 yrs old) feel should be made are: (1) More activities designed specifically for youth, with emphasis on evening and weekend activities..." Youth Retention Survey 2010, CCDC

"It is very important to involve young people in decision making. We will be the adults of the future and we deserve and have every right to be part of it." Jenna Blower, GLC Grade 6, presentation to Kenora District Municipal Association

"It is important to get seniors more involved in the community. Could they present at the Heritage Centre, maybe to greet visitors in the summer and share their stories?"

"What are we supposed to do in the evenings?"

"There's not a lot for a single person to do in this community. That's something the community could address."

"I'd love it if there was a movie theatre in Red Lake."

"We'd really like somewhere to go dancing. There isn't a lot for young people to do at night."

"Reduce drug use in our community – includes education, treatment, enforcement." Priority #2, Community Engagement Report, August, 2010, NWHU

"There are currently few options for evening activities other than sports in the community." Sustainable Community Plan



- **Value: Connectivity Between and Within Communities with a Trail System**

Residents of all ages express a desire for more connection throughout the community with a trail system.

“I’d love to be able to walk into town from Chukuni with my baby in a stroller, drop in on my husband. That would make a huge difference to me once my baby comes.”

“Walking and biking are some of the most popular fitness trends.” Recreation and Parks Master Plan.

“Connectivity is important.”

“Here in our community we need to find ways to pull the disparate communities together.”

“Other ideas are a walking trail along the highway so safety is increased and people who take jogs, or runs, or bike along the highway have a better place to be exercising and drivers aren’t making room on the other lane.” Jenna Blower, GLC Grade 6, presentation to Kenora District Municipal Association

“We need more opportunities for renewable/active recreation.”

“Increase walkability of Red Lake: includes places to walk for all ages, including youth and seniors.” Priority #6 Community Engagement Report, August, 2010, NWHU

“We value the beauty of our area, and would love to see lengthy biking and walking trails.”

- **Value: Public Transportation Options**

Public transportation used to be available between several of the communities that make up the Red Lake district, however only the ferry service between McKenzie Island and the mainland remains. As noted previously in the Sustainable Community Plan, citizens are concerned about the lack of public transportation, particularly for seniors and youth.

This is identified as a significant factor in limiting the ability of these groups to access the services available in different parts of the Municipality. For youth aged 19 – 24, lack of public transit was one of the top five aspects that they felt needed improvement in Red Lake.⁴

“...my favourite idea is public transportation. It can go from town to town so if you can’t find a ride to an after-school sport or if you just want to use another facility in another town it is easy. Plus it is beneficial to the environment...” Jenna Blower, GLC Grade 6, presentation to Kenora District Municipal Association

“What about getting to and from activities, for those kids whose parents can’t or won’t drive them?”

“It’s very difficult to get taxi service late at night, so this makes it hard to go out.”

• Value: Communication Between Municipal Government and Residents

There is a perceived need for increased communication between the Municipality and the community, and between different groups within the community. A greater effort by municipal leaders to “close the communication loop” would be appreciated by many residents. For example, community members were recently asked to give input and information for the Sustainable Community Plan, the Recreation and Parks Master Plan, as well as the Municipal Cultural Plan. “Closing the loop” would be to hold public meetings *after* the completion of municipal projects as well during the process, to inform community members that their input was valued and give them information about where/how it is going to be incorporated in how the Municipality does business.

“Communication is the key.”

“Better communication in general is needed.”

“The follow-up component of initiatives, including the Cultural Plan, is very important. The municipal leaders should ensure that the results are presented back to the community.”

“It’s important to finish the communication loop – if people are involved in the initial planning, but the end process, it is not good communication. There has to be a way to inform the community.”

“Meaningful and frequent communication is needed regarding initiatives and activities to support general awareness, involvement, and accountability.”
Municipality of Red Lake Sustainable Community Plan

⁴ Youth Retention Survey, 2010, Chukuni Communities Development Corporation

“The Municipality should play a role as a facilitator of communication between community groups.” Recommendation, Recreation and Parks Master Plan

“Could there be more overall cooperation between community groups? For example, a central storage area for tents and chairs, that community groups could share, rather than renting them individually.”

“...we found it easy to work with our municipality. We value businesses and entrepreneurs here, and the more people within our municipality who can look forward to what is needed and what can be, is a huge value to someone with a vision to do something.”

- **Value: Small-town, Family-friendly Feel and Low Crime Rate**

Community members appreciate the friendly nature of Red Lake. They like knowing their neighbours and recognizing people around town. This small-town friendliness provides residents with a sense of security, and most people feel our community is a safe one in which to raise a family. Important components that contribute to this are a slower pace of life, easy access to the outdoors, and good schools. The large number of transient contractors currently spending time in the community is generally seen as an impediment to the family-friendly nature of Red Lake.

“Anything that makes the nature of our community less transient would be a good thing. The current transiency right now translates into a lack of family values, and our streets are less safe.”

“There is a huge segment of the town that isn’t connected to the community because of the transient nature of the employment here. This affects Red Lake’s sense of community.”

“The people, and the sense of community, are intangible assets.”

“We can send our kids out on their bikes to visit their friends, and we don’t worry.”

- **Value: Increased Awareness Of The Unique Contributions of Red Lake District’s First Peoples**

The 2006 Red Lake Heritage Centre exhibition, *Residential Schools: Red Lake Story* was an opportunity for our community to begin to explore local connections to this sad chapter in our country’s history, one whose legacy continues to impact many individuals in our community today. The enormously successful 2008 Woodland Arts Festival, also presented by the Heritage Centre, examined and celebrated another significant aspect of Aboriginal history in our community. There is also a beadwork component to Red Lake’s Anishinaabe culture and history that is not as well known or celebrated. Many

First Nations women in and around the Red Lake supported their families over the years by their beadwork, making and selling slippers, mukluks, gauntlets, and jewelry.

The Municipal Cultural Plan project has opened a window to another aspect of local First Nations history. Settlement of this area has happened within living memory, and the community is located on the traditional territory of First Nations people in the area, many of whom are now residents of this community. Recent national events such as the Prime Minister of Canada's 2008 apology to former students, their families, and communities for Canada's role in the operation of residential schools, and the 2007 Indian Residential Schools Settlement Agreement form a new background for viewing local events and history. The Truth and Reconciliation Commission (TRC) that is currently traveling across the country is a result of the Indian Residential Schools Settlement Agreement, and seeks to address the "emerging and compelling desire to put the events of the past behind us so that we can work towards a stronger and healthier future." (<http://www.trc.ca>) In the spirit of the Prime Minister's apology, and the TRC, the community of Red Lake has the opportunity to recognize the contributions that First Nations have made to the community in the past, and recognize the Aboriginal community as a current contributor to economic development, cultural activity, and community identity. The sentiment "the history of this community isn't all nice, you know," was expressed repeatedly during interviews conducted during the MCP. In the spirit of the TRC, whose motto is "the truth of our common experiences will help set our spirits free and pave the way to reconciliation", the community of Red Lake has a unique opportunity to recognize the errors of the past and build new bridges between Aboriginal and non-Aboriginal residents.

"The Norseman plane has some bad memories for us. It was used to take children away to Residential Schools. This should be acknowledged in the festival, too."

"We weren't treated the same. We were a sub-class, there was a big difference."

"I asked my mother what was wrong, and she said that she remembered that woman from her days growing up, and she was one of the worst ones in school for calling them names."

"I applied to the 5-year academic stream in high school, but was put into the four year non-academic stream. The system was biased."

"There are some negatives in Red Lake's history, like how the First Nation people were moved off their land by White People."

"Some buildings are on significant historical or cultural sites such as Forestry Point. Where the MNR has its buildings has significance for Anishinaabe."

"My dad thought he bought a place on Mill Road when we first moved to Red Lake in the 1950s. He worked at the mine and we kids attended school here so we wouldn't be sent to residential school. But he didn't speak English, and I don't know what agreement was made or not, but in the end the land where our house was, was "reclaimed" and our family was moved off of it."



- **Value: Available, Accessible, and Varied Housing Options**

People, particularly young people and those new to the community, expressed frustration and disappointment at the current housing options available in our district. Residents would like affordable, well-built housing that takes advantage of Red Lake's beautiful natural setting. They would also like an increase in the variety of housing options. Condominiums, for example, are an appealing housing alternative for younger community members, particularly those who travel regularly. As well the segment of the population who is reaching retirement age and who would like to relinquish ownership of a larger house and yard but aren't yet ready to move into the senior citizen apartment complexes would like a condominium option. The goal is, as noted in the Sustainable Community Plan, for Red Lake's housing stock to be accessible by all segments of our population and for it to enable community members to create "homes".

There is not widespread recognition among community residents of provincial, not municipal, government restrictions on land development in the area because of its high mineral potential.

"Why is there commercial development going on, and little residential development, when the businesses now don't have enough people to work there? Where are these people going to live, even if they move here?"

"We almost moved last summer because we can't find a house that we'd like to buy. We really like it here, but we might have to leave if we don't find something soon."

"We'd like to move into a condominium when my husband and I both retire. If that isn't available we'll have to consider moving to a different community. That's not our first choice."

- **Value: Internet Connectivity**

Young, creative people, who move to the smaller communities such as Madsen, McKenzie Island, and Starratt Olsen where housing is less expensive, keenly feel the lack of access to high speed internet and cable television. However, residents of all ages, not just young people, expressed disappointment and frustration at the lack of high-speed internet in some parts of the community. As noted in Red Lake's Sustainable Community Plan, just as mail and telephone services were critical aspects of infrastructure linking communities in the past, high speed internet is critical infrastructure that links our society today.

"We should all have access to the internet, not just parts of the community."

"Why isn't there better cell phone service in the area? Also, GPS info isn't accurate for this area. In Madsen, for example, it comes to a dead end after the mine."

*"Increase community connectedness, at both the individual and inter-agency level."
Priority #7, Community Engagement Report, August, 2010, NWHU*

"From an outsider's viewpoint residents have extraordinarily attractive surroundings for even the poorest home, recreational opportunities at their doorstep – on water and land – year round, and are free from many of the problems of pollution, overcrowding, over regulation and lack of open space of larger urban areas."

C.A.U.S.E. Red Lake study, 1982

Recommendations

The community of Red Lake is in a unique setting, and already has a strong tourist industry. Its residents enjoy a distinct lifestyle in a distinct setting that has many benefits. At this point in our history, we have a unique opportunity to build on our amazing natural setting, our rich cultural heritage, and our distinct sense of place. In addition to the Municipal Cultural Plan, the Red Lake Sustainable Community Plan, the Recreation and Parks Master Plan, the Youth Initiative Study, and the Northwestern Health Unit's Community Engagement Report, all produced in 2010, offer excellent information and direction to guide municipal decision-making. The following Municipal Cultural Planning recommendations are based on the following assumptions, which underlie the adoption of Red Lake's Municipal Cultural Plan:

- Culture is a meaningful and tangible contributor to both the local economy and the quality of life of Red Lake's citizens.
- The cultural industry, including cultural tourism, is an economic engine in Red Lake that has great potential for growth.
- Visual aspects of our community are a source of pride for Red Lake's residents.
- Cultural activities foster social participation and community cohesion.
- Implementation of the MCP requires the Municipality to adopt a "cultural lens" with which to view all decision-making.



Strategy #1 Build On Our Unique Sense of Place

Recommendation #1

Create a plan for further development of Red Lake's downtown core and waterfront .

- Our waterfront is a huge advantage for our community. The importance of this recommendation to Red Lake's economic and social vitality can't be underestimated, and it should be considered carefully and in depth. It may be time for Red Lake to "think big" about this important asset.
- Not all downtown businesses have taken full advantage of their strategic location on or near the lake. Red Lake has no Business Improvement District, which is one way for businesses to work together on improving the aesthetics and vibrancy of a downtown. Recently the idea of a Business Development Association was proposed by the Municipality's Economic Development Officer with the support of some local businesses, but it did not get passed the discussion stage.
- Right now, Red Lake's downtown is not a "jewel" to attract residents and tourists. The Municipality has begun to use Site Plan Control Agreements for new developments, which will improve the image and aesthetic appearance of that area. However, a strategy should be developed, in conjunction with the business community, which evaluates all of the potential for transforming Red Lake's downtown core into an attractive district that still reflects Red Lake's frontier town roots.

Recommendation #2

Offer incentives and recognition for businesses and homeowners who make an effort to beautify their properties.

- The Municipality could offer formal recognition of those businesses which are making an effort to maintain their exteriors. One way to do this would be to place a plaque outside the building recognizing their efforts.
- A competition for "Best Blooming Business" could be promoted throughout the community each summer, with recognition going to those voted the "top three" by a polling of community members.
- When planting in the downtown area the addition of indigenous flowering trees would add colour to the town.
- Existing municipal landscaping requires an ongoing maintenance schedule.

Recommendation #3

Introduce a building façade program with design guidelines to ensure any new buildings, or existing buildings that are refurbished, have a coherent “look” or “theme”.

- A building façade program would improve the aesthetics of Red Lake’s downtown space with a consistent and coordinated approach to business frontage. Dawson City, Yukon (another town built by gold mining), has done this with its “Klondike Gold Rush” theme. Red Lake could choose a theme such as “circa 1950”, “mining”, or “natural heritage”, etc.

Recommendation #4

Implement a Signage Policy for Red Lake’s downtown

- Many communities exercise some discretionary powers over the type, size, location, and appearance of signs, advertising businesses and services. In doing so, they recognize the need for display but prevent excesses that can create visual blight. A consistent and coordinated approach is important. The Municipality should develop a signage program that outlines the use of consistent lettering, colouring, shape and materials. Signage on the lake for waterfront businesses as well as facing the street should be encouraged by the Municipality to increase the potential for businesses to be identified from the lake.

Recommendation #5

Explore ways to celebrate Red Lake’s waterfront year round.

- The Municipality could explore more ideas to celebrate Red Lake’s beautiful waterfront. Currently there are fishing tournaments that are based around the government docks, and the Norseman Festival’s focus on the downtown also highlights this asset. The Municipality should support and encourage other community partners to utilize both the dock area and Norseman Park. For example there may be community partners who would be interested in organizing concerts during the summer in Norseman Park. In the winter, one way to highlight our water access was suggested by a local resident, and supported by several younger Red Lakers. The suggestion was to establish a small skating rink on the lower part of Norseman Park, as well as one or more large ones on the frozen lake in front of Norseman. This idea could be expanded on, and be incorporated into a winter festival that included a pond hockey tournament, which are becoming increasingly popular across Canada.

Recommendation #6

Explore the options of developing “Centre(s) of Excellence” with interested community groups and individuals.

There are examples of small communities who have diversified their economy greatly by creating a unique educational and/or cultural “Centre of Excellence” (see Appendix C for examples). Red Lake could examine its resources and assets, and partner with community champions, to make this a reality as well. Red Lake has the potential to become a Centre of Excellence for any one or more of the following:

- Aviation
- Aboriginal Art
- Boreal Forest
- Mining
- Youth Hockey (girls and/or boys)

Recommendation #7

Increase recognition of the First Nations history and culture in our community.

- This recommendation supports theme 9 from the Sustainable Community Plan, “Culturally aware, respectful, and engaged.”
- Incorporate recognition of First Nations history and culture when new streets are named. Current street signs reflect the mining history of the area, and some natural features, but very little recognition of the people on whose traditional area the community is located.
- Consult with local First Nations organizations and residents re: development of Sacred Fire Site in the community, possibly in Centennial Park.
- As per SCP, support intercultural awareness and respect by working towards having diverse representation on community advisory boards, supporting community-wide multi-cultural events, and providing opportunities for people of different cultural backgrounds to educate others.
- Support First Nations organizations and individuals in our community who are interested in exploring culture-based tourism opportunities. Some ideas which have already been brought up in discussions are canoe trips (half day or longer) on the historic waterways around Red Lake, and during which visitors could experience shore lunches and eat local foods such as bannock, fish and/or wild rice.
- Encourage public art throughout the community that celebrates First Nations culture and artists. An excellent opportunity exists to partner with local First Nations artists to showcase with their work at the new airport terminal. Local First Nations organizations may also be interested in taking advantage of the expanded space in the new terminal to inform visitors to the area about their culture and history with a display.

Recommendation #8

Accessible, diversified housing

- As outlined in the SCP, it is essential that the Municipality work towards creating attractive housing options that appeal to a wide range of people, including multi-unit developments. While broader urban planning falls outside the scope of a MCP, it is certainly an indirect consideration. Community building, downtown redevelopment, improved waterfront access, and creating a community that appeals to young families are all goals of Municipal Cultural Planning.
- As recommended in the SCP, cultural considerations should be incorporated into land use plan, and site plan control. The development of spaces and facilities should be in keeping with the Municipality's land use plan, should identify and preserve heritage buildings and sites of significance, and should be a reflection of local cultural expression. The importance of contemporary urban planning, design and community building cannot be underestimated. As Gord Hume stated during his visit, Red Lake may need to "think big" to address the issue of land use planning and improved housing options.
- The option of building "up" in addition to "out" should be given serious consideration.

Recommendation #9

Incorporate cultural planning into future Municipal projects, including a "One Percent Solution."

- The development of spaces and facilities should be in keeping with the Municipality's land use plan, should identify and preserve heritage buildings and sites of significance, and be a reflection of local cultural expression. One way to build this into future municipal projects is to adopt a "One Percent Solution" policy that states that 1% of a project's cost will go towards incorporating Red Lake's cultural values and priorities. For example, if this had been done for the new airport terminal there would have been designated funds to go towards showcasing our rich culture and heritage to the tens of thousands of visitors who pass through the airport every year.
- Future projects should weave our natural landscape into the development, and look for opportunities to showcase our rich natural heritage.
- In order for the community of Red Lake to maximize the economic and social benefits of what cultural planning has to offer, the Municipality must take a leadership role in implementing cultural and urban planning policies. This requires the Municipality to adopt a "cultural lens" through which to view all decision making.

Recommendation #10

Work with local businesses and nonprofit organizations to develop a standard of excellence in customer service throughout the district.

- If Red Lake wants to shine as a cultural tourism destination, all organizations that interact with the public – businesses, nonprofits, and the municipality – will need to strive for customer service excellence. This will require ongoing training of staff – from waitresses to clerks to municipal personnel – in how to put the customer first, and how to provide a top-notch service experience for every person they interact with.

Recommendation #11

Prioritize the development of broader cultural tourism offerings for visitors and work with community and regional partners on a tourism strategy for Red Lake which highlights our culture and heritage within the context of a well-coordinated tourism infrastructure.

- To accomplish this, the Municipality, along with the Red Lake Heritage Centre, could partner with various businesses and organizations in the area, including but not limited to:
 - Fishing and hunting camps
 - Woodland Caribou Park and its First Nations partners,
 - Other First Nations individuals and organizations in the area
 - Goldcorp
- As recommended in “The Waterway Development Project”, the waterways in our region have the potential to become a major feature in the regional tourism picture. It was noted then that, with regard to the municipalities, private tourist operators, and provincial and federal government agencies, “too often these groups work independently of one another and lose the benefits of a group effort in this respect.” Nearly two decades later, there is still work to be done to coordinate these groups. However, the potential for developing a more diversified variety of cultural and heritage tourism opportunities as well as recreation and leisure activities is great, and will only be realized when these different stakeholders work together.
- The cultural tourism and eco-tourism opportunities that will be created if Woodland Caribou Park becomes a UNESCO World Heritage Site should be recognized in the Municipality’s long term plan. In consultation with the Ministry of Natural Resources, strategies to address the increased number of tourists and their needs should be developed at this time, prior to the confirmation of the World Heritage Designation. Woodland Caribou Park and its First Nations Partners (Pikangikum First Nation, Little Grand Rapids First Nation, Lac Seul First Nation, Grassy Narrows

First Nation, and Wabaseemoong Independent Nations) are planning to develop cultural offerings in the park that would focus Aboriginal heritage and culture. There is a possibility of partnering with the Municipality on related initiatives.

- Currently there is no authentic experience of gold mining available to visitors. There is potential for the aura and allure of gold mining to develop into a significant promotional feature and economic boon for Red Lake but this remains entirely undeveloped at this time (see recommendation #9). Goldcorp is the natural partner for the Municipality in raising the profile of gold mining in the community.
- The new RTOs areas created by the province could provide some additional support as well as some new funding. There is no doubt that culture is at the heart of much tourism attraction – festivals, events, local food celebrations, etc.

Recommendation #12

Review previous tourism and economic development studies and culture/heritage tours, and reinvestigate the suggestions and ideas are still applicable today.

- The Gold Rush Plan was developed in 1989, but many of its recommendations are still valid in 2011. Gold mining continues to be the largest employer in the area, and the unique geological resources of our district are of course still here. Many residents continue to express support for the development of a Gold Theme Park in the area, and other ways to celebrate our mining heritage. As noted earlier, the aura and allure of gold mining has the potential to develop into a significant promotional feature and economic boon for Red Lake.
- The Waterway Development Project was researched and written in 1993, but currently there is more impetus for revisiting this idea as the TransCanada Trail is studying the possibility of developing waterways in this region as part of their route. As well, the Bloodvein River has since been designated a Canadian Heritage River.
- Other reports, such as the Tourism Opportunity Report and the C.A.U.S.E study, also offer pertinent suggestions that could be adopted by the Municipality.
- The Red Lake Heritage Centre has excellent resources collected on different local tours developed over the last few decades, including a geological tour, a walking tour of McKenzie Island, and a tour highlighting Norval Morrisseau and the Woodland Artists. These could be incorporated into any future cultural tourism projects with little or no additional work.
- To facilitate walking and boating tours, the Municipality should work with community partners such as the Red Lake Heritage Centre and the Red Lake Indian Friendship Centre on a historical “plaque” project. The plaques could be placed around the district to commemorate important historical events and sites in our community, and would be of interest to both residents and visitors.

Recommendation #13

The Municipality plan for the upkeep of public areas as well as invest in programs and projects that enhance the attractiveness of the community.

- Communities in Bloom (CIB) is a grassroots group of volunteers who donate countless hours to improving the attractiveness of our community. The Municipality and CIB have a history of working together, including the hiring of a summer student in 2010 to assist with CIB's ongoing beautification efforts. However, in the 2009 CIB Judges' report, it was noted that the volunteer CIB committee should not be doing the work of Municipal staff in the upkeep of public areas. In 2011, Red Lake's CIB has indicated it will keep its status as "Friends of Communities in Bloom", until such time as the Municipality fully addresses the concerns of the 2009 report regarding the safety and upkeep of public areas.
- As part of the Municipal Cultural Plan, the Municipality of Red Lake will recognize, and act on, its responsibility to plan for the upkeep of public areas, to increase civic pride and to present an attractive look for visitors. This includes quick attention to, and repair of, damaged benches and sidewalks.
- The Municipality can increase use of indigenous plant species and perennials in public spaces in our community to reduce cost and showcase our natural heritage.
- The Municipality could reward homeowners who make an effort to beautify their yards by recognizing them in the Municipal Newsletter, or enlisting the help of the Northern Sun in recognizing a "garden of the week" during the summer, or by simply writing a thank you note to the homeowner.
- A tree inventory should be completed, to catalogue the variety of public trees, their location, and their condition throughout the municipality. From this a proper pruning schedule should be put into place.

Recommendation #14

Plan for a permanent space for performing/visual arts and entertainment.

- As noted in the SCP, which makes the same recommendation, Red Lake is lacking a dedicated space for the performing arts. This shortfall is noted by many residents. The Municipality should approach potential partners in addressing this lack, for example partnering with the KPDSB to expand the high school to incorporate the space, or planning for it when the multi-plex is built.

- This performing arts space should be designed to be used as a movie theatre as well as for live productions. This would address a need identified by youth in the community.

Recommendation #15

Develop a public transportation system that reflects residents' needs, is cost-effective, and reflects the long-term sustainable community plan.

- When considering the development of a public transportation system between the communities, Red Lake's history should be considered, particularly the importance of the waterways. There may be ways that transportation on water could be part of the public system.
- A long-term public transportation strategy should consider the Municipality's goals, as outlined in the SCP, to support a green energy community, and to develop a local Climate Action Plan to become a net zero emissions community.
- A walking/hiking trail system is an important way to connect the communities that make up the Municipality of Red Lake, and to promote a healthy lifestyle. The Municipality should continue to focus effort on making the trail system a reality.



Strategy #2 Engage and Communicate With the Community

Recommendation #16

Improve communication between the Municipality and residents, and between community groups.

- This reflects the recommendation made in the Recreation and Parks Master plan that the Recreation Department play a role as a facilitator of communication and that they should also investigate opportunities to jointly create a single data base with links to community groups and cultural organizations to establish a “one-stop-shopping” approach.
- The development of a Leisure Guide, as recommended in the Sustainable Community Plan, would improve community-wide communication about social, cultural, sports, and educational opportunities that are available.
- Municipal communication strategies are not a focus of the Municipal Cultural Plan, but are mentioned here because this theme came up often during discussions with residents of Red Lake during the development of the MCP. See **Appendix F** for community-generated ideas and strategies to address this issue.

Recommendation #17

Ongoing, consistent municipal support for local arts and culture groups.

- In the short term, the Municipality and its organizations, such as the libraries and the Regional Heritage Centre, should endeavour to use local artists when undertaking a project that requires creative support. This promotes the employment of local talent and grows the local capacity. The Banner Project is a good example of showcasing local talent.
- In the longer term, the Municipality should provide space for arts education and activities, in consultation with the local arts community. This space could be incorporated into a youth centre. Red Lake has a unique place in Aboriginal arts history, and much more could be done to celebrate this community’s past and present arts community. It is difficult to do this without a permanent arts centre.



Recommendation #18

The Municipality partner with other community groups to offer youth and seniors in Red Lake more leisure and recreation opportunities, including a permanent youth centre.

- The incorporation of a skate park in the redevelopment of Centennial Park last year was an significant accomplishment in accommodating the needs of our community's youth
- CCDC, NWHU, the OPP, the Wilderness Arts Council, and the Red Lake Indian Friendship centre are just a few of the local organizations which are interested and engaged in supporting the youth and seniors in our community. These groups are natural partners for the Municipality as it moves towards addressing the needs of different age groups in our area.
- The development of a multi-use complex is part of the Municipality's plan by 2013⁵. It is important that opportunities for activities for youth beyond sports be accommodated in this complex. Arts and culture are an important part of improving the overall quality of life for everyone in the community, in particular seniors and youth. For our teenagers and young adults, arts and culture can also play an important role in reducing delinquency, building interpersonal ties and improving their sense of belonging.



⁵ Recreation and Parks Master Plan

Strategy #3 Integrate Municipal Cultural Planning Principles

Recommendation #19

The Municipality of Red Lake approve the adoption of the Municipal Cultural Plan.

- In adopting the Municipal Cultural Plan, the Municipality of Red Lake recognizes that cultural endeavors play a significant role in building our community's identity and pride. As well, they are a crucial part of strengthening and diversifying our community's economy.
- **A Red Lake Cultural Committee** should be established as a permanent advisory committee of the Municipal Council, as part of the Municipal Cultural Plan. The committee will serve the Municipal Council, staff, and community of Red Lake using its collective wisdom and diversity to make recommendations and provide advice on Municipal Cultural Plans, policy and development. The Red Lake Cultural Committee will realize its full potential with a full complement of members who represent cultural organizations and community stakeholders, and will build on the foundation already developed during the development of the Municipal Cultural Plan. There are community members who have already proven that they interested and engaged in the process of cultural planning, and who have attended one or more of the four Task Force meetings that have been held up to this time.
- If the Municipal Cultural Plan is approved, internal municipal capacity for cultural planning should be built by providing training for all current staff, and by including it in new staff and Council orientation. It is important that staff and Councilors are familiar with the inclusive approach to cultural planning that is indicated by the Municipal Cultural Plan, and its importance to the long term economic viability of Red Lake.
- If adopted, the Municipality will view all decision making through a "cultural lens." This means that the Municipal Cultural Plan will inform new policy and decisions and be part of the framework by which existing policies are reviewed. It should also be included the Municipality's 5 year Strategic Plan which is currently under review.

Summary

Implementation of the Municipal Cultural Plan will require the dedicated efforts of the Municipality and many others in the community. Adopting this plan is the first step to becoming a community that values cultural planning, and sees culture as central to making Red Lake a place where people want to live, work, play, and invest. Continuing efforts will be required to see Red Lake's future through a cultural planning "lens". A good cultural plan, however, is a "living" document, it is not set in stone and it should be flexible enough to change and grow with our community's values and vision. The development of this Municipal Cultural Plan can be seen as a great opportunity for Red Lake to think about its future, its vision and its opportunities.

If the Municipality does accept the MCP and integrate a cultural lens into the way it conducts its everyday business and plans for the future, Red Lake will become a community where growth and development are managed in a way that preserves our district's natural and cultural assets, and its unique ambience and identity. Red Lake will truly become one of the best places in Canada to live and to visit.



Acknowledgements

This Municipal Cultural Planning project could not have been completed without the willingness of many community members to talk about their experience of Red Lake and to share what they think makes this community unique. In addition, municipal staff made time in their busy schedules to sit down and discuss the cultural planning process with the Project Lead, and to share their unique perspectives on this community. As well, the 24 community members who took time out of their busy schedules to attend one or more of the four MCP Task Force meetings that have been held during the development of this strategy exemplify the community spirit and commitment to volunteerism that is one of Red Lake's greatest assets.

This Municipal Cultural Plan would not have been possible without this diverse and widespread community support, as well as the guidance provided to the Project Lead from Michele Alderton, Curator of the Red Lake Heritage Centre and Natasha Lovenuk Markham, Regional Advisor, Ministry of Tourism and Culture. Thanks also to Mayor Phil Vinet and Councillor Debra Shushack for their leadership on this project. Many thanks also to the following:

Participants in the Municipal Cultural Planning Task Force:

- | | | | |
|----------------------------|------------------------|--------------------|-------------------|
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Red Lake Indian Friendship Centre:

Kim Harder, Director, and all the staff who contributed their time and ideas.

Red Lake Heritage Centre staff:

Michele Alderton

Nadine Hammond

Pamela O'Neill

Many other community members and organizations should be recognized for their significant contributions to developing this Municipal Cultural Plan, including:

Wilderness Arts Council

Chukuni Communities Development Corporation

The Northern Sun

Don Nord	Cheryl Wilson Smith	Michelle Shephard	Hilary Reid
Muriel Goodwillie	Toots Thorpe	Catherine Mochrie	Cathy Quesnel
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Eugene Vallee	Jennifer Campbell	Eva Kirsky	Shawnda Norlock
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Andreas Lichtblau	Pastor Brian Falkenholt	Alice Nummelin	Don Aiken
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Sargent Chris Amell	Leslie and Marlin Herr	Debbie Fretz	Rob Collette
Darlene Plett	Members of the Rippers and Strippers Quilting Club		

Appendix A
Suggested Timeline for Implementation of Red Lake's Municipal Cultural Plan

Recommendations	Timing	Cost	Resources and Other Considerations
<p>#1 <i>Create a plan for further development of Red Lake's downtown core and waterfront.</i></p> <p>♦ <i>Keep in mind Gord Hume's advice that "Red Lake has permission to think big."</i></p>	Ongoing, with existing municipal staff.	Immediate costs negligible but will require future investment and partnering with other levels of government as well as community partners.	The importance of this recommendation to Red Lake's economic and social vitality can't be underestimated. It should be considered carefully and in depth. Also the Waterfront Development Project (1993) and C.A.U.S.E study (1982) should be reviewed and reconsidered.
<p>#2 <i>Offer incentives and recognition for businesses and homeowners who make an effort to beautify their properties.</i></p> <p>♦ Plaques and "Best Blooming Business" recognition</p> <p>♦ Add indigenous plants, and schedule regular maintenance of municipal landscaping</p>	<p>♦ Summer, 2012</p> <p>♦ Commence Summer, 2011</p>	<p>♦ Plaques are priced at ~ \$25 - \$400, plus engraving</p> <p>♦ Should be included in regular ongoing maintenance costs</p>	
<p>#3 <i>Introduce a building façade program with design guidelines to ensure any new buildings, or existing buildings that are refurbished, have a coherent "look" or "theme".</i></p>	ASAP	Minimal	Research other communities that have successfully implemented a building facade program (ie Dawson City)

#4 <i>Implement a Signage Policy for Red Lake's downtown</i>	Fall 2011	Immediate costs negligible	Research other jurisdiction's policies
#5 <i>Explore ways to celebrate Red Lake's waterfront year round.</i>	ASAP	Immediate costs negligible but will entail some investment and maintenance costs	While partnering with community groups and individuals it is important to keep in mind the volunteer burnout that Red Lake is currently experiencing.
#6 <i>Explore the options of developing "Centre(s) of Excellence" with interested community groups and individuals</i>	Immediate, and ongoing	The cost of exploring options is minimal, additional funding will be required if a viable project is identified.	Appoint a member of Council and/or municipal staff to be responsible for liaising with interested community groups and/or nonprofits
#7 <i>Increase recognition of the First Nations history and culture in our community:</i> <ul style="list-style-type: none"> ◆ There is an opportunity with the space available at the new airport terminal to partner with First Nations organizations and individuals to showcase Red Lake's Anishinaabe art and culture. ◆ when new streets are named the First Nations community should be consulted for their input ◆ Establish Sacred Fire Site in Centennial Park ◆ Diverse Representation on boards, support multi-cultural events 	Immediate, and ongoing <ul style="list-style-type: none"> ◆ This discussion has been started, and should be continued ◆ Immediate ◆ Start consultation with FN individuals and groups in 2011 ◆ Ongoing 	<ul style="list-style-type: none"> ◆ Cost should be minimal ◆ Cost neutral ◆ Cost could be shared if funding is applied for in partnership with FN organizations ◆ No extra cost 	Staff time to co-ordinate discussions

<p>#8 <i>Increase access to accessible, diversified housing</i></p>	<ul style="list-style-type: none"> ◆ Incorporate into 5 year strategic plan 	<p>Will require considerable long term investment from the Municipality, possibly in partnership with other levels of government and/or private sector</p>	<p>Municipal Planner already aware of this need, and working on implementing it.</p>
<p>#9 <i>Incorporate cultural planning into future Municipal projects including incorporating the “One Percent Solution” for future capital projects</i></p>	<ul style="list-style-type: none"> ◆ Incorporate into 5 year strategic plan 	<ul style="list-style-type: none"> ◆ No immediate cost to incorporating the “cultural lens” into municipal planning and policy-making. The “One Percent Solution” requires that 1% of a project’s cost will go towards incorporating cultural planning into the project. 	<p>Partner with local organizations and individuals in planning. ie. Red Lake Indian Friendship Centre, Norseman Committee, and/or RL Heritage Centre as resources when planning</p>
<p>#10 <i>Work with local businesses and nonprofit organizations to develop a standard of excellence in customer service throughout the district.</i></p> <ul style="list-style-type: none"> ◆ Staff training ◆ Begin discussions with CCDC re: customer service excellence training 	<ul style="list-style-type: none"> ◆ Incorporate this priority into staff orientation ◆ Immediately 	<p>Extra costs should be minimized by partnering with CCDC, local businesses</p>	<p>Staff time required for training and coordination</p>
<p>#11 <i>Prioritize the development of broader cultural tourism offerings for visitors and work with community and regional partners on a tourism strategy for Red Lake which highlights our culture and heritage within the</i></p>	<ul style="list-style-type: none"> ◆ Incorporate into 5 year strategic plan ◆ Build on existing partnerships and build new ones as noted in MCP. The RTO may be 	<ul style="list-style-type: none"> ◆ Costs will be project-specific, but some investment in tourism infrastructure may be required. 	<p>Staff time, in partnership with organizations</p>

<i>context of a well-coordinated tourism infrastructure.</i>	as source of new funding as well as a new partner.		
#12 <i>Review previous tourism and economic development studies and culture/heritage tours, and develop the suggestions and ideas are still applicable today.</i>	♦ Begin review ASAP	♦ Immediate costs minimal, future costs will be project-specific	Staff time will be required
#13 <i>Plan for the upkeep of public areas as well as invest in programs and projects that enhance the attractiveness of the community.</i>	♦ Plan for maintenance should be ready for Summer, 2011	♦ Minimal additional costs added to regular upkeep expenses	Some extra staff time for developing scheduled will be required
#14 <i>Plan for a permanent space for performing/visual arts and entertainment</i>	♦ December 2013 (as per Rec & Parks Master Plan)	♦ To be researched by Municipality and incorporated into budget	♦ To be initiated by staff working with the community and partnerships to design the new multi-use centre
#15 <i>Develop a public transportation system that reflects residents' needs, is cost-effective, and reflects the long-term SCP</i>	♦ Develop plan by 2012, implement it by end of 2016	♦ Project-specific and considerable long term investment and ongoing maintenance required	Staff time for coordination and research
#16 <i>Improve communication between the Municipality and residents, and between community groups.</i>	♦ Begin immediately, using the Municipal website and social media tools such as Facebook to increase access to Council and Municipality's activities. (see Appendix G)	♦ Some costs are minimal, others will be more	Staff time

<p>#17. <i>Ongoing, consistent municipal support for local arts and culture groups</i></p>	<ul style="list-style-type: none"> ◆ Establish a new Cultural Fund to support community-led cultural initiatives ◆ Incorporate funding of cultural events and projects into 5 year strategic plan 	<ul style="list-style-type: none"> ◆ Invest \$10,000 into Cultural Fund initially 	<p>It is difficult for the community to identify cultural planning as a priority for the Municipality without there being money set aside for it.</p>
<p>#18 <i>The Municipality partner with other community groups to offer youth and seniors in Red Lake more leisure and recreation opportunities, including a permanent youth centre</i></p>	<ul style="list-style-type: none"> ◆ December, 2013 for Multiplex 	<ul style="list-style-type: none"> ◆ To be researched by Municipality and incorporated into budget 	<p>Staff time</p>
<p>#19. <i>The Municipality of Red Lake approve the adoption of the Municipal Cultural Strategy</i></p>	<p>June, 2011</p>	<ul style="list-style-type: none"> ◆ Although there are no immediate costs when adopting an MCP, there will be new investments in the community required if the MCP is to be implemented (see above) 	

Appendix B

Municipal Cultural Plan Public Survey

Municipal Cultural Strategy

Community members of all ages attending various public events at local schools, as well as the Red Lake library, were asked the question, *What makes Red Lake special to you?* They were invited to mark the events, activities, and places that make this community a good place to live on a map of the district. 212 responses were received, and were divided into seven larger categories: outdoor activities, intangible assets, natural environment, structures/organized activities, history/places, culture, services. Here is the breakdown of all the responses:

Outdoor Activities		87
	Fishing or ice fishing	18
	Swimming	14
	Camping	8
	Skate Park	7
	Biking	7
	Skating	6
	Kayaking or canoeing	5
	Jackrabbit Ski Club	5
	Skiing	5
	Golfing	5
	Snow machining	3
	Tubing	2
	Four-wheeling	1
	Snow shoeing	1
Intangible Assets		37
	Small town	11
	Good place to raise a family	9
	Simple life	5
	The people	5
	Rugged individuals	4
	Old timers	2
	Close to <i>Namekosipiink</i> (Trout Lake)	1
Natural Environment		34
	Lakes	15
	Beaches	11
	Wildlife	7
	Parker Falls	1

Structures/Organized Activities		23
	Cochenour Arena	10
	Pool	9
	Curling	3
	Library	1
History/Places		19
	Cochenour Beach	5
	Old mine sites	4
	Woodland Caribou Provincial Park	2
	Rahill Beach	2
	Forestry Point	2
	Ancient history	1
	Cemetery at Post Narrows	1
	Faulkenham Lake	1
	Paishk Crescent	1
Culture		10
	Norseman Days	5
	Patricia Players	4
	Photography	1
Services		2
	Medical care	1
	Employment opportunities	1
TOTAL RESPONSES		212

Appendix C. Tangible Cultural Assets



Source: Greg Baeker, Dryden Municipal Cultural Planning Workshop, October 5, 2010

Red Lake's Tangible Cultural Assets: An Inventory

Festivals and Events

Eligibility Criteria: it has happened more than once, and it is still happening.

January/February

Coffee House/Talent Show – Red Lake Adult Learning Centre

Scrapbooking Convention – Scrapaholix Club/Catherine Mochrie

Women's Curling Bonspiel

Men's Curling Bonspiel

Valentine's Tea

Sweetheart Supper – Red Lake Mennonite Church

March

Balmertown Figure Skating Club Carnival

Gyro Ice Fishing Tournament –McKenzie Island Gyro Club

Sno-X Snowmobile Races (cancelled for 2011) – Sno-X volunteer committee

International Women's Day Luncheon – New Starts For Women

April

Patricia Players – Break Up Show – The Patricia Players

Red Lake Trade Show

Trivia Night – organized by community volunteers, headed by Kelly and Chris Amell

Earth Festival – Red Lake Green Committee

May

Angler Young Angler Fishing Tournament –

Garbathon – Communities In Bloom

Sportsman's Dinner and Dance

Terry Fox Run – Volunteer Committee

Mother's Day Tea – RLIFC

Spring Feast - RLIFC

June

Ladies' Open Golf Tournament

IYA Spring Gathering and Pow-Wow –RLDHS IYA, and Red Lake Indian Friendship Centre

National Aboriginal Day

Relay For Life – Cancer Society, Red Lake group

Father's Day Pancake Breakfast - RLIFC

July

Canada Celebrations, July 1st - The Municipality

Norseman Festival, 3rd weekend in July - organized by volunteer committee, with some assistance from Municipality (currently under review d/t volunteer burnout)

Junior Open Golf Tournament

Men's Open Golf Tournament

Wasaya Airways Charity Golf Tournament

August

Red Lake Triathlon – organized by volunteer committee

Senior's Open Golf Tournament

Sandy Koch Memorial Open Golf Tournament

September

Fall Classic Fishing Tournament – Fall Classic Committee

Legion Days Fall Fair – Red Lake Legion

Take Back the Night March - New Starts for Women

October

Christmas Craft Show –Municipality of Red Lake Libraries

East Coast Dinner and Dance – organized by a volunteer committee

Fall Feast - RLIFC

November

Annual Poppy Day Tea – Sea Cadets

Club Day Away Annual Afternoon Tea – Community Support Services

Fireman's Ball – Red Lake's Fire Rescue

Mistletoe Magic – Red Lake Craft and Gift Show – RLIFC

Patricia Players – Freeze Up Show –The Patricia Players

Red Lake Ladies Hockey League Annual Hockey Tournament

Senior's Christmas Dinner – organized by volunteer committee

Shop Local Campaign

December

Christmas Feast - RLIFC

Christmas Tea and Bazaar – St John's Catholic Church

Santa Claus Parade – The Municipality

Standard Insurance Charity Lunch – Standard Insurance

New Year's Dinner and Dance – The Legion

Ongoing Events:

Legion Meat Draw – every Friday night at Red Lake Legion

Bingo – every second Wednesday at Red Lake Legion

Family Entertainment Series – organized by WAC

Red Lake Market – every Saturday during the summer months in the Legion parking lot

Karaoke at the Legion - last Friday every month.

One-time Events, or past Festivals/Events:

Biggest Lifestyle Challenge

Canoe Week

High School Drama Productions

Red Lake Gold Rush Sled Dog Race

Trapper's Festival

Woodland Arts Festival

<p>Community Organizations</p>

Volunteer organizations and/or committees are in regular font, all others are noted in italics.

Balmertown Figure Skating Club	Best Starts Hub	Boy Scouts	Boys and Girls Baseball
Breakfast Club – RLMPS, GLC, St. John's	Brenda's Art Group		
Campbell Goldfins Swim Club	Canadian Cancer Society – Red Lake Committee	Chukuni Christmas Cheer Board	<i>Chukuni Communities Development Corporation</i>
Chukuni Shokotan Karate Club	Chukuni Rod & Gun Club	<i>Community Counselling and Addiction Services</i>	Communities In Bloom
Compassionate Friends	Contact North		
Churches: St John Catholic, Lutheran, Mennonite, Red Lake Christian Assembly, Pentecostal, Baptist, Ukranian Catholic, Jehovah's Witness, United/Anglican, St Francis Xavier	<i>Community Support Services – Club Day Away, Meals on Wheels, Congregate/Social Dining Program</i>	Fall Classic Walleye Tournament Organizing Committee	<i>Family Health Team</i>
Food Bank (run out of RLIFC)	Friends of Woodland Cemetery	Fools' Gold Writers	
Girl Guides	Golden Volunteer Committee	Golden Paws Dog Club	
<i>Harmony Centre</i>	Hospital Auxiliary Board		
KIISHIK Community Association	Knights of Columbus		

Lutheran Youth Club			
Mat Cats Gymnastic Club	Men's Hockey	Men's Curling Club	Mixed Curling Club
Music For Young Children	McKenzie Island Gyro Club		New Starts for Women – women's shelter
<i>Northern Sun Newspaper</i>	<i>Northwestern Health Unit</i>	Northern Lights Karate	Norseman Festival Committee
The Palliative Care Program	Patricia Players	Post Narrows (Old Hudson Bay Post and Anishinaabe Graveyard)	
Quilting Groups – ie. Rippers & Strippers			
Red Hat Society	<i>Red Lake Adult Learning Centre</i>	<i>Red Lake Area Emergency Shelter</i>	Red Lake Chamber of Commerce
Red Lake Cross-Country Ski Club	Red Lake Dart League	Red Lake District Curling Club	Red Lake District Minor Hockey
Red Lake District Publicity Board	Red Lake's Elder Care Committee	Red Lake Fall Classic Committee	Red Lake Gold Rush AA Group
<i>Red Lake Golf and Country Club</i>	Red Lake Green Committee	<i>Red Lake Heritage Centre</i>	Red Lake Food Bank (run out of RLIFC)
<i>Red Lake Indian Friendship Centre – Programs: Prenatal Nutrition Program, Apatisiwin Employment Program, Ak:wego Program , FAS/D & Nutrition), Aboriginal Healing & Wellness, Wasanabin Program, Urban Aboriginal Healthy Living Program, Life Long Care Program, Kids Are Recreationally Equal Program (KARE), Aboriginal Criminal Court Program, Community Action Program for Children, Aboriginal Healthy Babies, Healthy Children</i>			
<i>Red Lake Margaret Cochenour Memorial Hospital</i>	Red Lake Legion	Red Lake Lion's Club	Red Lake Wildlife/Birder's Club
<i>Red Lake Medical Clinic</i>	Red Lake Saturday Market	Red Lake Mixed Slo-Pitch League	Red Lake T-Ball League

Red Lake Triathlon	Royal Canadian Sea Cadets		
<i>Schools - Red Lake Madsen, Ecole-du-Nord, Golden Learning Centre, St. John's Separate School, Red Lake District High School</i>	Scrapaholix Scrapbooking Club (the largest one in the world)	SnoCross Committee	
Terry Fox Run Committee	Toastmasters	Triathlon Committee	Trail Masters Snowmobile Club
<i>Trout Forest Physiotherapy Clinic</i>			
Wilderness Artists Council	Women's Curling Club	Women's Hockey	

Spaces, Facilities, and Local Attractions

Airport Terminal (under construction) and airport

Baseball Fields -Two municipal fields in Red Lake and Cochenour. Goldcorp has one in Balmertown

Campbell Recreation Centre – swimming pool, bowling lanes, curling rink and lounge, gym

Centennial Park

Centennial Trail (fallen into disuse, not kept up by Municipality)

Cochenour Arena

Cochenour Beach

Cochenour Hall

Community Garden (under development)

Crull Rock Collection

Downtown Warming Room – located at Living Hope Native Ministries

Golden Learning Centre

Kinsmen Beach

Libraries – Two - in Red Lake and Balmertown

McKenzie Island ski trails

Millenium Trail – not kept up by the Municipality

Municipal Office, Balmertown

Playgrounds – 5 Municipal (Lavery Park, Red Lake Community Centre, Madsen, Cochenour, McKenzie Island), as well as the playgrounds on the 3 elementary schools, as well as the Early Learning Centre *Natural Playscape* playground adjacent to the RLMPs playground.

Outdoor Banner Gallery – Currently under review

Rahill Beach – includes 4 gazebos, play structure, picnic tables, and new tennis courts

Red Lake Adult Learning Centre

Red Lake Area Golf and Country Club

Red Lake Community Centre

Red Lake District High School

Red Lake Heritage Centre

Red Lake Area Emergency Shelter

Red Lake Indian Friendship Centre

Red Lake Legion

Red Lake Madsen Public School

Red Lake Recreation Centre – weight room, exercise room, 2 squash courts, outdoor skating rink

Sandy Point Beach

Seniors Residences: George Aiken Manor, Legion Villa, and Northwood Lodge

Skating Rinks – Outdoor rinks at Red Lake Community Centre, and GLC in Balmertown

Skate Park in Centennial Park

Soccer Field - Cochenour

Tennis courts – located at Rahill Beach

Waterways – includes natural beaches, i.e. Goldseekers. Also, the Bloodvein River is designated a Canadian Heritage River

West End of Red Lake – mining history and new museum

Woodland Caribou Provincial Park – in the process of being nominated to become a UNESCO World Heritage Site.

Creative Cultural Industries

Cultural Industries: *businesses and non-profit groups involved in the creation, production, manufacturing and distribution of cultural goods or services. It includes everything from theatre costume making to creative software design. The classifications in this category come from the Statistics Canada's Canadian Framework for Culture Statistics, and reflect the North American Industry Classification System (NAICS) codes. See Appendix F for a full NAICS listing. (Cultural Resource Mapping: A Guide For Municipalities)*

The author would like to thank the Wilderness Arts Council in Red Lake, which recently compiled an extensive Arts, Heritage and Culture Directory. Without it, compiling this resource list would have been much more difficult.

Creative People and Industries in Red Lake

The following list is meant to reflect the great diversity of creative people and businesses in Red Lake. If someone should be on this list, and isn't, please accept it as a limitation of the Municipal Cultural Planning Project Lead and not a reflection of that individual's contribution to our community's creative life.

Appel, Joyce – Painter and quilter

Aubie, Debra – Various different art forms, from portraits to abstract art

Blab, Valerie R. – Multi-Medium Artist

Bobinski, Rhonda – Multi-Medium Artist
Website: <http://www.funkydoodad.blogspot.com/>

Boyanowsky-Dayneka, Lesia – Painter

Bray, Tannis – Jewellery Design and Glass Art

Breton, Agathe - Musician

Caged Gorilla Productions – L.A. Varga and Don Nord: Photography and Film Productions

Carlson, Harriet – Portrait and Fashion Photographer
Website: www.harriet.ca or www.flickr.com/freshcarlson

Computer Guys – family-run business offering computer hardware and software and technical support.

Daigle, Perry – Musician

Derksen, Kelly – Author & Photographer

Everley, Ed – Piano teacher

Faulds, Jeff – Painter

Fleming, Chris – Musician

Fretz, Debbie – Quilter, teaches quilting classes (beginners to advanced).

Furman, Ken - Musician

Gail's Stitches – fabric store that offers quilting classes. Owned by Gail Green, fabric artist. Employs owner and 1 part-time employee. Website: www.gailsstitches.ca

Hager, Janet – Actor, Director, Drama teacher, Musician

Hovorka, Shy-Anne – Musician, Recording Artist, winner of Aboriginal Music Award

Hunter, Patrick – Woodland Artist and Painter

Junk n Java – Used Clothing and Items Store, Fair Trade Coffee and Food Items. Owner and one part-time employee

Leavens, Stan - Musician

Mochrie, Catherine – Communications Workshop Presenter & Scrapbooking Instructor

Majewski, Ashley - Visual Artist, Author, Cartoonist, Painter

McGurk, Cindy – Card-maker, facilitates Stamp It Up card-making groups

McIntosh, Victoria Elaine– Visual Artist

McIntosh, Elaine - Musician

Municipal Libraries – Red Lake and Balmertown, employ the equivalent of 4 full-time staff.

Music in the Alcove – House Concerts: Ken Furman, Debra Shushack

Nord, Donald – Photographer (see also *Caged Gorilla Productions*)

The Northern Sun Newspaper – Weekly local paper with 5 local employees

Website: <http://www.thenorthernsun.com/>

O'Neill, Pamela – Writer and Multi-Medium Artist

Parsons, Paul – Musician

Patricia Players – Amateur Drama Troupe

Penner, Cherie – Painter and Sketcher

Penner Polle, Christine – Writer and Researcher

Website: www.350orbust.wordpress.com

Pertoci, Diane – Piano teacher

Power, Janet – Painter

Red Headed Waves – Mike Deforge, owner: Live sound and P.A. systems, stage productions and lighting.

Red Lake Adult Learning Centre – offers a wide variety of educational opportunities, including free drop-in computer classes once/week.

Red Lake Heritage Centre – Local museum, with extensive archives, employs 3 fulltime staff people. Website: www.redlakemuseum.com

Red Lake Indian Friendship Centre – Very active centre runs many programs with varied programming options, including drumming, cultural awareness training, etc. Employs approximately 20 people full-time.

Ross, Leanne – Painter, Sketcher, Beader, Knitter, & Jewellery Maker

St. Jean, Kim - Painter

Seitz, Cynthia - Potter

Spicer, Carolyn– Scrapbooker, Painter, Crafts

Treasure House – craft supplies available, as well as photography by LaMar Weaver and items by northern artisans.

Teskey, Jim – Musician

Tetlock, Kathy – Author, organizer of Fools' Gold Writers

Thomas, Terry – Musician

Trull, Crystal – Photographer and Sketcher, Certified Holistic Health Practitioner

Weaver, LaMar - Photographer

Wilson, Mary - Painter

Wilson-Smith, Cheryl – Glass work, Clay, Painter, and Community Art. (website: www.cherylwilsonsmith.com)

Worrall Photography and Design – Gary Worrall, owner: provides effective graphic design and printing services. (website: <http://www.garyworrall.com/>)

Wright, Liz – Card maker, facilitates Stamp It Up card making groups

Yutzy, Mike - Musician

Cultural and Natural Heritage

Red Lake's cultural heritage and natural heritage are intertwined. Red Lake has some of the most beautiful and pure nature in Canada, found right out our community's backdoor. Fresh air, clear lakes, pristine wilderness and animals in their natural habitat are all easily accessible by land or water from Red Lake.

Red Lake has a rich and celebrated history in aviation, mining, fur trading and Anishinaabe history. It is known as the Norseman Capital of the World, as well as the home of Woodland Art. Norval Morrisseau began his career as an artist while working at the Cochenour gold mine. Morrisseau is considered one of the greatest Canadian painters of all time, and is a recipient of the Order of Canada, among many other national honours.

Red Lake is the gateway to Woodland Caribou Provincial Park, a wilderness park located between Red Lake, Ontario and the Manitoba border. As Ontario's 5th largest provincial park, covering 1.2 million acres (that's 486,235 hectares) it offers over 1,600 kilometres of canoe routes over historic waterways. In Woodland Caribou, you can paddle the fur trade routes of the Hudson Bay and Northwest Companies, see ancient pictographs, and – if you are lucky – catch a glimpse of the caribou that give the park its name.

Woodland Caribou Provincial Park is in the process of applying to become a UNESCO World Heritage Site, as part of the Pimachiowin Aki proposal, a joint effort between Manitoba and Ontario provincial governments and First Nations in the region. The project area contains 40,147 km² of boreal forest that includes the First Nations' traditional lands and contiguous protected areas on both sides of the provincial border. The majority of the project area is comprised of the First Nations' Traditional Land Areas

where ongoing land use planning will help to determine the boundary of a future World Heritage nomination. These parks and protected lands represent an area of natural and wilderness values covering over 8,500 km². The First Nations' traditional lands and provincially designated lands together form part of the continuous coniferous boreal forest that extends across northern Canada.

The waterways in and around Red Lake are rich with cultural and historical significance. The Bloodvein River, for example, is a Canadian Heritage River. As well, Post Narrows on Red Lake is where a Hudson Bay post was located and contains a graveyard that is still in use today by the Anishinaabe community.

A museum is currently being developed at the West End of Red Lake by private individuals.

Besides the Post Narrows cemetery, there are two others in the district: Woodland Cemetery outside of Balmertown and Red Lake Cemetery.

The Red Lake Regional Heritage Centre is a community jewel that organizes exhibits on the community's mining, aviation, immigration and First Nations history. The Heritage Centre also has extensive archives available for public viewing, including archeological findings. As noted in the 2007 CIB Judges Evaluation:

The new Red Lake Heritage Centre is a beautiful facility and full of fascinating history and culture. We enjoyed all the historical images and the displays in the main room. Michele Alderton is a passionate and dedicated curator who provided us with a fascinating history.

Another important cultural and historical resource is the Erle Crull Rock and Mineral Collection currently housed at the Municipal Office in Balmertown. It contains 2,600 rock samples collected from the area and around the world.

There are currently no buildings with a heritage designation in the Red Lake district.

Appendix D: Centres of Excellence – Examples

#1. Warner, Alberta:

Warner is a farming community, population 387, in southern Alberta, approximately 65 km south of Lethbridge. The village is home to the *Warner Hockey School*, one of the premier girls' hockey schools in Canada. 20 – 23 girls, from across Canada and outside our borders, in grades 9 – 12 pay \$30,500 each every year to be part of the Warner Hockey School. They attend high school and graduate with an Alberta high school diploma while putting in 7.5 hours of on-ice training and competition every week, as well as participating in off-ice training in areas such as strategy, nutrition, strength and mental conditioning. Their website puts it this way:

Once again Warner is doing something that most would say is crazy. A hockey program has been successfully started at Warner School to maintain and expand upon its viability. This opportunity is a very exciting and realistic opportunity for our area to make a name for itself and for young female athletes to finally get the recognition and attention that they deserve.

Website: <http://www.warnerhockeyschool.com/?s=&p=100>

#2 Rosebud, Alberta:

The Rosebud School of Performance Arts has revitalized the economy of Rosebud, Alberta since it started 20 years ago. By the early 1970s, the farming community 100 kilometres northeast of Calgary had become a ghost town with a population of less than 30 and an abundance of abandoned buildings. What started as a summer music and drama camp initiated by a Calgary music and visual arts teacher has grown into a 3-year professional program in musical theatre that attracted over 40,000 visitors to the small community last year. Their website states:

Currently, Rosebud Theatre presents five shows per year on two stages, augmented by two shows produced by Rosebud School of the Arts and numerous student projects. Rosebud Theatre shows are performed and produced by a resident company of artists and provide training opportunities for students of Rosebud School of the Arts. As a cultural tourist destination, Rosebud is a benchmark for rural development and commercial success.

Website: <http://www.rosebud.ca/>

Appendix E

Our Shared Values – Summary

- ◆ **Our Natural Environment**
- ◆ **Our Cultural Heritage**
- ◆ **Our Heritage on the Water**
- ◆ **Visual Appeal of Red Lake’s downtown core and waterfront**
- ◆ **Our People - Volunteering and Community Spirit**
- ◆ **Red Lake’s Youths and Seniors**
- ◆ **Connectivity Between and Within Communities With a Trail System**
- ◆ **Public Transportation Options**
- ◆ **Communication Between Municipal Government and Residents**
- ◆ **Small-town, Family-friendly Feel and Low Crime Rate**
- ◆ **Increased Awareness Of The Unique Contributions of Red Lake District’s First Peoples**
- ◆ **Available, Accessible, and Varied Housing Options**
- ◆ **Internet Connectivity**

Appendix F

Communication Strategies

As part of a revised communication strategy, as recommended in the SCP and MCP, Town Council and Municipal staff can increase the public's knowledge and access to information by using easily available, inexpensive technology and social media tools. Some examples are:

- Videotape Council meetings and place the recording on the Municipality's website where it can be viewed by all interested residents.
- Approach the Northern Sun about having a regular column in the paper for Councillors to take turns informing their constituents about an issue or issues they have been working on. There are 6 Councillors, and the Mayor. If the column was monthly, this would give nearly everybody a chance to address their constituents two times a year, and could be part of the strategy to implement the SCP's recommendation to demonstrate accountability through community reporting.
- Increase the profile of the Municipality and Town Council on Facebook. Data from December, 2010, shows that nearly three-quarters of Canadians, of all ages, maintain accounts with Facebook.⁶ Currently, myredlake.com has a presence on Facebook, as do various organizations such as the Red Lake Green Committee, the Wilderness Arts Council, the Red Lake Heritage Centre, and the Red Lake Wildlife group. There is a "Red Lake Ontario" Facebook page maintained on a volunteer basis by municipal employee Jason Botel that has over 900 members. This is a great start for a Municipal presence on Facebook and Jason's work should be encouraged and rewarded, as it is yet another example of the community spirit and volunteerism that makes this community great. The page should be regularly maintained with community-wide news and events as well as photos. It is an easy, low-cost way to disseminate information in the community, and should be updated regularly (at least several times weekly), for if this isn't done it will be of no interest to people.
- Ensure that public meetings that solicit information from residents for different municipal projects also have a follow up component, where residents are given information back about what is coming out of the meetings and/or project. This supports SCP strategy of developing recurring opportunities for engagement between the Municipality and the community.
- Ensure that residents who come to the Municipal office are given the information and/or forms requested, rather than being directed to access the necessary information via the Municipal website.
- Offer community groups access to the expertise of the Economic Development Officer to assist them in applying for funding.

⁶ <http://abacusdata.ca/2011/01/13/facebook-is-changing-the-way-canadians-communicate/>

- To facilitate community events, compile a checklist to share with local groups who are interested in putting on events in the community, to help guide them through the process (i.e. what permits are necessary, how to contact the right Municipal departments, staff resources, etc). Even better would be to go one step further, and have a municipal staff person designated as a “community facilitator”. This person would be the “go-to” person for any community groups or individuals who are willing to put time and effort into organizing a public event. This “one-stop-shopping” approach recognizes the enormous value that volunteers add to our community, and makes it as easy as possible for them to contribute their time and efforts to making this community a better place for everyone.
- Place the information about Municipal committees on the Municipal website, along with the listing of the members and the minutes. This will improve the visibility of the town committees in between recruitment times, increase the public’s knowledge of the work that these committed volunteers are doing, and may lead to more residents stepping forward to participate in this important community work.

Appendix G.

Cultural Resource Framework

Cultural Industries - These are the categories of cultural industries outlined in the Statistics Canada *Canadian Framework for Culture Statistics* reflecting the North American Industry Classification System (NAICS) codes.

3152 Cut and Sew Clothing Manufacturing
315299 Theatrical Supplies and Costumes
3231 Printing and related support activities
323113 Commercial Screen Printing
323115 Digital Printing
323119 Other Printing (Photo Albums, Art Works, Cards, Museum Catalogues)
32312 Support Activities for Printing
3271 Clay product and refractory manufacturing
327110 Pottery and Ceramics
3346 Manufacturing and reproducing magnetic and optical media
33461 Sound Recording, Film & Video Support
4144 Personal Goods wholesaler - distributors
41442 Book, Periodical and Newspaper Wholesaler-Distributors
41444 Sound Recording Wholesalers
41445 Video Cassette Wholesalers
41446 Toy and Hobby Goods Wholesaler-Distributors
4481 Clothing and clothing accessory stores.
448199 Dance Supplies
4512 Book, periodical and music stores
45121 Bookstores
45122 Pre-Recorded Tape, Compact Disc and Record Stores
45114 Musical Instrument and Supplies Stores
4533 Used merchandise stores
453310 Antiques
4539 Other miscellaneous store retailers
453920 Art Dealers/Suppliers
453920 Commercial Art Galleries
5111 Publishing (except over the Internet)
51111 Newspaper Publishers
51112 Periodical Publishers
51113 Book Publishers
51114 Directory and Mailing List Publishers
51119 Other Publishers
5112 Software publishers
51121 Software Publishers
5121 Film and Video Industries
51211 Motion Picture and Video Production
51212 Motion Picture and Video Distribution
51213 Motion Picture and Video Exhibition
51219 Post-Production and Other Motion Picture and Video Industries
5122 Sound recording industries
51221 Record Production
51222 Integrated Record Production/Distribution
51223 Music Publishers
51224 Sound Recording Studios
51229 Other Sound Recording Industries
5151 Radio broadcasting and television broadcasting
51511 Radio Broadcasting
51512 Television Broadcasting
5152 Pay and specialized television
51521 Pay and Specialty Television
5161 Internet publishing and broadcasting
51611 Internet Publishing, Broadcasting and Software Publishing
5174 Satellite telecommunications

5175 Cable television and other activities for distributing television programs
 5181 Internet service providers, web search portals
 5181 Web hosting and web page design
 5191 Other information services
 519121 Libraries
 519122 Archives
 5413 Architectural, engineering and related services
 54131 Architectural Services
 54132 Landscape Architectural Services
 5414 Specialized design services
 54141 Interior Design Services
 54142 Industrial Design Services
 54143 Graphic Designers
 54149 Other Specialized Design Services – clothing, costume, fashion, jewellery, set
 + textile
 5415 Computer systems design and related services
 541510 Custom computer software systems analysis and design services
 541511 Custom Computer Programming Services – Web page design services
 541511 Custom Computer Programming Services [new and interactive digital media]
 5418 Advertising and related services
 54181 Advertising Agencies
 54182 Public Relations Services
 54183 Media Buying Agencies
 54184 Media Representatives
 54185 Display Advertising
 54186 Direct Mail Advertising
 54187 Advertising Material Distribution Services
 54189 Other Services Related to Advertising
 5419 Other professional, scientific and technical services
 541920 Photography
 6116 Other Schools and Instruction
 61161 Dance Instruction
 61161 Music Instruction
 61161 Visual Arts Instruction
 61161 Theatre Instruction
 7111 Performing arts companies
 711111 Theatre Companies (except Musical Theatre)
 711112 Musical Theatre
 711112 Opera Companies
 711112 Dinner Theatre
 711120 Dance Companies
 711130 Musical Groups
 711190 Other Performing Arts Companies
 7113 Promoters (distributors) of arts events or similar events
 71131 Promoters (Presenters) of Performing Arts
 7114 Agents and representatives of artists
 71141 Agents and Managers for Artists and Entertainers
 7115 Artists, authors and independent performers
 7121 Heritage institutions
 712111 Public Art Galleries
 712119 Public Museums
 Gardens, Other Heritage Institutions)
 712119 Commercial Museums,
 Gardens, Other Heritage Institutions)
 712190 Interpretive Centers
 712120 Historic and Heritage Sites
 712130 Botanical and Zoological Gardens

Cultural Occupations – these are occupation categories that correspond to the *Canadian Framework for Culture Statistics*, and are organized according to North American Occupational Classification System (NOCS) codes. The categories describe the various jobs that people perform as cultural workers, and include the cultural occupations that people perform in cultural industries (e.g. in music, film, heritage management etc.) as well as many of those performed outside of cultural industries (e.g. graphic designer working for an investment firm; creative writer working for a marketing firm).

Literary Arts

F021.5121 Authors and writers
 F022.5122 Editors

F022.5123 Journalists

Visual arts and design

C051.2151 Architects

C052.2152 Landscape architects

C152.2252 Industrial designers

F036.5136 Painters, sculptors, and other visual artists

F121.5221 Photographers

F141.5241 Graphic designers and illustrators

F142.5242 Interior designers

F143.5243 Theatre, fashion, exhibit and other creative designers

F144.5244 Artisans and craft persons

Performing Arts

F035.5135 Actors and comedians

F031.5131 Producers, directors and choreographers

F032.5132 Conductors, composers and arrangers

F033.5133 Musicians and singers

F034.5134 Dancers

F132.5232 Other performers

Heritage occupations

F011.5111 Librarians

F011.5111 Conservators and curators

F011.5111 Archivists

Cultural management

A341.0511 Library, archive, museum and art gallery managers

A342.0512 Managers in publishing, motion pictures, broadcasting and performing arts

B413.1213 Supervisors, library, correspondence and related information clerks

Technical and operational occupations

B551.1451 Library clerks

B552.1452 Correspondence, publication and related clerks

C125.2225 Landscape and horticultural technicians and specialists

C151.2251 Architectural technologists and technicians

C153.2253 Drafting technologists and interpreters

F024.5124 Professional occupations in public relations and communications

F025.5125 Translators, terminologists and interpreters

F111.5211 Library and archive technicians and assistants

F112.5212 Technical occupations related to museums and galleries

F122.5222 Film and video camera operators

F123.5223 Graphic arts technicians

F125.5225 Audio and video recording technicians

F124.5224 Broadcast technicians

F126.5226 Other technical occupations in motion pictures, broadcasting, and the performing arts

F127.5227 Support and assisting occupations in motion pictures, broadcasting and the

performing arts

F131.5231 Announcers and other broadcasters

F145.5245 Patternmakers - textile, leather and fur products

Manufacturing occupations

H018.7218 Supervisors, printing and related occupations

H521.7381 Printing press operators

J181.9471 Printing machine operators

J182.9472 Camera, plate making and other pre-press occupations

J184.9474 Photographic and film processors

Cultural Organizations - This category represents community cultural organizations involved in arts and heritage activities. Data records are usually captured by municipal cultural services, community arts councils and/or Community Information Centres/Services etc.

81399 Other membership organizations

813990 Arts Groups

81341 Civic and social organizations

813410 Heritage Groups

813410 Aboriginal (Cultural) Organizations

813410 Ethno-Cultural Organizations

9139 Other Local, Municipal and Regional Public Administration

913910 Municipal Advisory Committees

Cultural Spaces & Facilities – These are places designed to host cultural activity.

Categories include spaces and facilities in the not-for-profit, public and private domain.

453920 Commercial Art Galleries

512110 Motion Picture, Film and Video Production
512240 Sound Recording Studios
515110 Radio Broadcasting
515120 Television Broadcasting
515210 Pay and Specialty Television Studios
519121 Libraries
519122 Archives
541430 Graphic Design Services
541490 Other Specialized Design Services
541511 Digital and Media Studios
61161 Arts Instruction

611610 Fine Arts Schools (including Dance Schools)

71111 Theatres

711311 Other Performing Arts Facilities

712111 Public Art Galleries

712119 Public Museums

712119 Commercial Museums, Gardens, Other Heritage Institutions)

712190 Other Heritage Institutions [including Nature and Interpretive Centres)

Natural Heritage – This category includes natural wonders and areas of natural heritage and environmental significance.

712130 Botanical and Zoological Gardens (Includes Botanical conservatories & Arboreta)

712190 Bird/wildlife Sanctuaries

712190 Conservation Areas

712190 Natural Wonders (including tourist attractions (e.g. caverns, waterfalls)

712190 Nature Centres

712190 Nature parks (include nature reserves (and wetlands) & parklands)

712190 Provincial Parks

712190 National Parks

Farms and Orchards (includes heritage farms and gardens (managed lands))

Gardens and Forests

Natural History Site

Urban Parks (tied to the Municipal Act)

Canadian Heritage Rivers

Scenic Destinations

Cultural Heritage – This category includes establishments involved the preservation and exhibition of objects and sites of historical, cultural and educational value.

Material Culture (Collections)

519122 Archives

712111 Public Art Gallery Collections and Outdoor Public Art

712119 Public Museum Collections

712115 Museums

712115 Specialized

712115 General/Local

71212 Built Heritage Properties (Residential, Industrial, Institutional, Commercial)

Registered

Designated

71212 Heritage Conservation Districts

712120 Historic Sites and Monuments

712120 Battlefields, Fortifications, Military Sites

712120 Heritage villages

712120 Industrial and Transportation Heritage Sites

712120 Pioneer villages

712120 Village and Farmstead Heritage Sites

712120 Archaeological Sites

812220 Cemeteries

Plaques

Streetscapes and vistas

Cultural Events & Festivals - This category represents festivals and events that recur on an annual or regular and predictable basis.

71131 Promoters (presenters) of performing arts and similar events with facilities

711311 Factory Tours

711311 Gallery and Studio Tours and Events

711311 Museum and Art Gallery Programs and Events

71132 Promoters (presenters) of performing arts and similar events without facilities
711322 Aboriginal Festivals and Events
711322 Artists or Artisan Tours and Events
711322 Country Fairs
711322 Craft Shows and Festivals
711322 Film Festivals and Events
711322 House or Garden Tours and Events
711322 Interpretive Programs, Tours and Events
711322 Literary Festivals and Events
711322 Multicultural Festivals/Events
711322 Music Festivals and Events
711322 Natural and Cultural Heritage Tours and Events
711322 Performing Arts Festivals and Events
711322 Public Art Tours
711322 Seasonal Celebrations and Events
711322 Street Festival