
Municipality of Red Lake

Strategic Plan

2020 – 2023

Contents

Introduction	1
The Environment for Planning	2
Our Mission, Vision and Values	4
Current State Summary.....	6
Strategic Directions	7
Strategies and Objectives	8
Implementation	11

Introduction

The Municipality of Red Lake's Strategic Plan fits within a framework and context of existing plans. The overarching plan for the community is the Sustainable Community Plan, which reflects the community's vision, and provides a high level, long term plan for the community. It includes roles for the Municipality as well as community and other levels of government. The Strategic Plan captures the vision and direction specific to the Municipality's own mandate, and reflects the strategies it will employ to create a sustainable environment in which citizens and business can thrive. The Municipality's Strategic Plan is a key document that provides direction for further levels of planning; operational, departmental and staff performance management plans all link back to the Strategic Plan.

Red Lake is not unique in Canada in the challenges it faces, but it does have several distinguishing elements that require tailored

solutions. Council and the Senior Administrative team have worked together to define the vision, goals and strategies for the Corporation of the Municipality of Red Lake. We have collaboratively requested and listened to input from Red Lake citizens, municipal staff, business and community leaders through public consultations, written feedback, interviews and surveys. We have coupled this input with statistical data and worked closely together to develop this inspirational and practical road-map for the next five years.

This Strategic Plan is an update/refresh of the previous plan. It remains a 'fluid' document that provides clear direction and establishes the foundation for organizational and operational decisions but is also regularly reviewed and enhanced based on internal and external environmental changes.



The Environment for Planning

Setting direction to support the long term success of a community requires a clear understanding of the internal and external environment and how these factors relate to the future success of the Municipality. An environmental scan was prepared to support planning discussions, and includes a review of current economic and social conditions, community priorities and external influences. Priority issues from the environmental scan were identified in discussion and are highlighted below.

Like many Northwestern Ontario communities, Red Lake is experiencing a declining population (-5.9% from 2011 to 2016). The population is somewhat younger than Ontario's as a whole, with a median age of 38. However, like the rest of Canada, Red Lake is faced with the realities of an aging baby boomer population, which include a diminishing workforce, requirements for appropriate housing and transportation options, and additional health and social supports. Retention of the community's youth post high school continues to be a challenge.

The Indigenous population represents 18% of Red Lake's residents, and is part of our rich cultural heritage. There is an opportunity for more involvement of Indigenous people in our business community and in preparing Red Lake to be a welcoming regional service hub for northern communities.

Red Lake's population is generally well-educated, with an above-average number of citizens possessing apprenticeship and college

qualifications. Post-secondary education is available in the community through the Confederation College extension campus and distance education courses facilitated through Contact North.

Red Lake residents enjoy a higher rate of employment and higher median household income compared to Ontario as a whole, however there is a large gap between high wage earners in the mining industry and those working in the retail and service sector. The high cost of transporting goods to this community located 'at the End of the Road', and the cost of development on the Canadian Shield bedrock contribute to the high cost of living and doing business in Red Lake.

Currently, Red Lake's economy relies primarily on the gold mining industry, which has and will continue to experience highs and lows as the price of gold fluctuates. This industry provides well-paying jobs for a large percentage of Red Lake's workforce. It also creates an environment where it can be difficult for employers in the retail and service sectors to compete for workers. When gold prices are high, it also contributes to high prices for market housing in the community.

Flat population growth and a reliance on a single industry has impacted the desire of businesses to invest in Red Lake, which has contributed to a declining retail and commercial area. Many residents regularly purchase a significant amount of goods from outside the community.

The Municipality of Red Lake is composed of 5 geographically dispersed communities, each originating around a mine site. Servicing these fragmented communities requires a duplication in infrastructure required for water, sewer etc.

A major opportunity on the horizon for Red Lake is the 'Road South' which will provide access to Red Lake for over 12,000 individuals living in the surrounding First Nations communities. The Road South presents new collaborative business and social opportunities.

The Pimachiowin Aki World Heritage Site presents opportunities for an expanded tourism industry in Red Lake.

CITIZEN PRIORITIES

Citizens of the Municipality of Red Lake expressed their views on the current environment through interviews and public meetings held in November 2015. Through these consultations, we heard the citizens of Red Lake tell us they want more information about what the Municipality is doing to address the needs of the community and its members, and what results are being



achieved. This desire for more, and more timely information will help to increase awareness, understanding, transparency and accountability.

Other priorities for Red Lake expressed by citizens during the consultation process include:

- Attracting and retaining residents and businesses, which would include:
 - Increasing housing options for a variety of income levels, seniors, and transitional or 'assisted living' housing
 - Developing regional and local public transportation options
 - Further investment in infrastructure, including recreational opportunities
 - Continuing to expand access to Healthcare
- Economic stability / diversifying Red Lake's economy
- Preparing for the opportunities available and need for services when the Road South is completed
- Following through on implementation of the Municipality's various plans, evaluating and reporting progress, and adjusting as required.

Our Mission, Vision and Values

MISSION

The Municipality of Red Lake is committed to enhancing a sustainable environment where citizens and business can thrive.

VISION

The Municipality of Red Lake will be a vibrant, attractive, inclusive and sustainable community.

Responsive
Regional
Service Hub

More People,
More
Businesses

Modern,
Efficient
Operations &
Infrastructure

Vibrant, Attractive, Inclusive, Sustainable

VALUES AND BELIEFS

At the Municipality of Red Lake . . .

WE VALUE

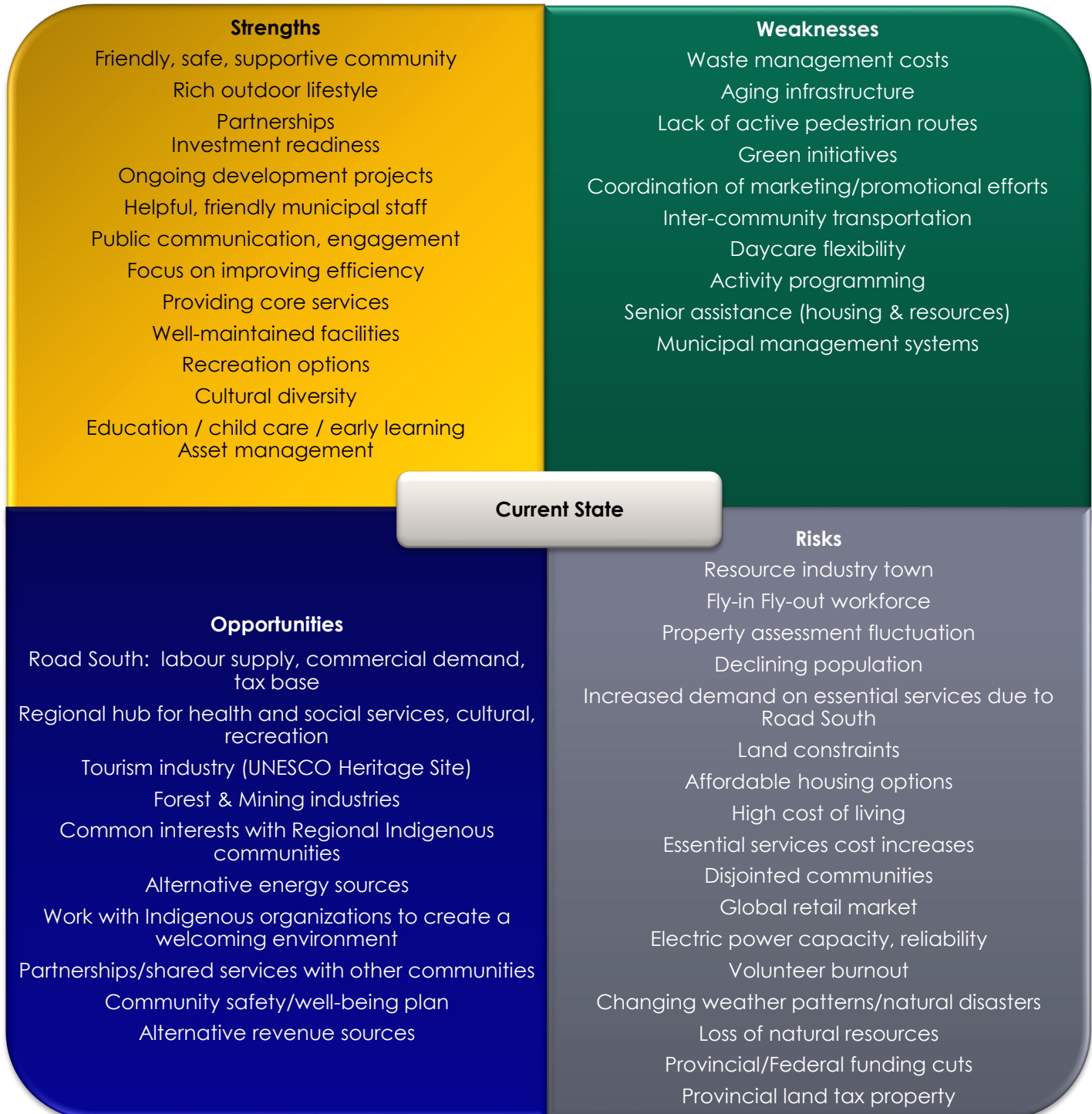
- **Integrity** We will act in an honest, reliable and trustworthy way in all of our interactions with each other and the public. Our stakeholders can expect to be treated with consistency and fairness.
- **Transparency and Accountability** We will openly provide timely and accurate information about municipal strategies and actions, and measure and report results as stewards of the Municipality's resources.
- **Excellence** We strive to achieve the highest standards in everything we do.
- **Respect** We treat our employees and community members with mutual respect and sensitivity, recognizing the importance of equality, diversity and inclusion.

WE BELIEVE IN

- **Leadership** – We believe the Municipality has an important role in stimulating and supporting collaboration within our community and across the region to achieve our common goals.
- **Engagement** – We believe our best path forward will be found through acknowledging our past, listening, joining and enabling conversation with the community and our regional, provincial, federal and global partners.
- **Flexibility** – We believe our future depends on being adaptable – responding resourcefully to the changing environment.

Current State Summary

Strengths & Weaknesses are internal to the municipality and provide both a foundation for growth and targeted areas for improvement. **Opportunities & Risks** are external to the municipality. While beyond its control, the municipality can recognize and capitalize on opportunities or take action to reduce exposure to risks.



Strategic Directions

Towards a Responsive Regional Service Hub

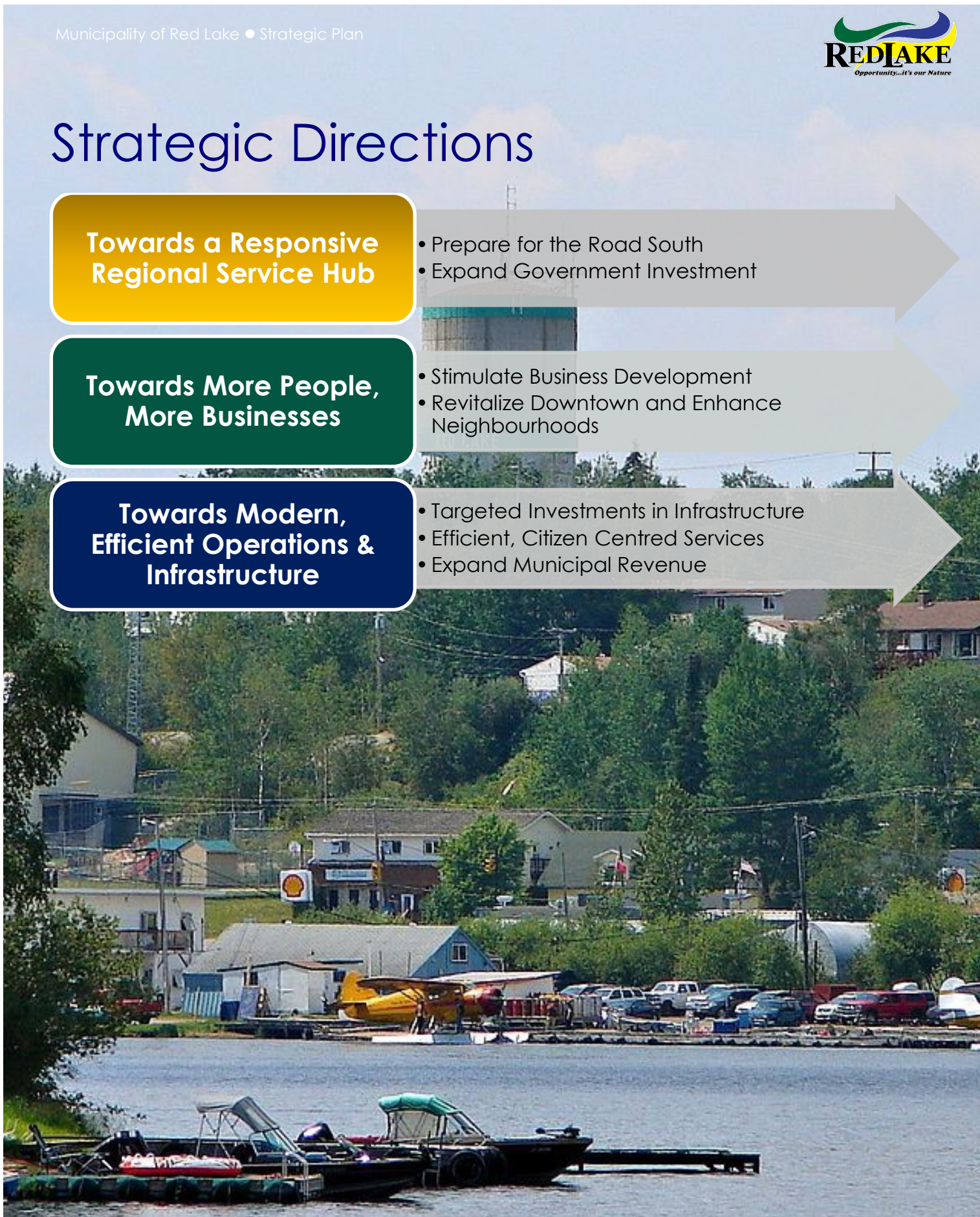
- Prepare for the Road South
- Expand Government Investment

Towards More People, More Businesses

- Stimulate Business Development
- Revitalize Downtown and Enhance Neighbourhoods

Towards Modern, Efficient Operations & Infrastructure

- Targeted Investments in Infrastructure
- Efficient, Citizen Centred Services
- Expand Municipal Revenue



Strategies and Objectives

STRATEGIES are the method or plan chosen to bring about a desired future – the high level HOW to achieve our vision.

OBJECTIVES are clear, measureable steps to move a strategy forward.

Towards a Responsive Regional Service Hub

Strategy 1- Prepare for the Road South

OBJECTIVES

- Develop / enhance partnerships with indigenous communities and organizations
- Establish a mutually beneficial MOU for the North/South Corridor
- Welcoming of Indigenous peoples
- Establish shared service agreements
- Stimulate and support connections to and with the Indigenous business community
- Evaluate on social and economic impacts of year-round access to northern communities
- Continue to research and learn from the experience of other communities
- Recognize and acknowledge the rights of Indigenous peoples
- Contribute in development of shared strategy for health and social services

Strategy 2 – Expand Government Investment

OBJECTIVES

- Continue to maximize lobbying opportunities
- Expand and capitalize on opportunities with Federal and Provincial governments
- Enhance relationships with high-level government officials (bureaucrats)
- Collaborative approach for funding with neighbouring communities and regional organizations

Towards More People, More Businesses

Strategy 3 – Stimulate Business Development

OBJECTIVES

- Support business organizations
 - Develop business investment strategy
 - Utilization of Community Improvement Plan (CIP)
-

Strategy 4 – Community Revitalization

OBJECTIVES

- Support and celebrate volunteerism
 - Expand beautification of entrances to Red Lake
 - Stimulate multi-unit seniors' assisted housing initiatives
 - Support continued development of outdoor recreation cluster
 - Expand opportunities for active transportation / walkable communities
 - Facilitate development of market affordable housing
 - Increasing land inventory
-

Towards Modern, Efficient Operations & Infrastructure

Strategy 5 – Targeted Investments in Infrastructure

OBJECTIVES

- Seek opportunities for development of brownfield sites
 - Continue to identify criteria to prioritize infrastructure projects
 - Long-term waste management strategy
 - Investigate alternative funding structures
 - Water/wastewater investment
 - Roadway investment
 - Regional Events, Arts & Cultural Hub (REACH)
-

Strategy 6 – Efficient, Citizen Centred Services

OBJECTIVES

- Continue to evaluate options for provision of core services
 - Ensure efficient, effective Municipal staff, supported by professional development
 - Increase opportunities and participation in community activities
 - Recognize opportunities and continue to centralize services where able to support community needs
 - Evaluate local transportation strategy
 - Develop long-term plan/strategy for efficient service delivery model
 - Enhance community outreach and multi-media communication
-

Strategy 7 – Expand Municipal Revenue

OBJECTIVES

- Research and lobby for alternative sources of funding
 - Evaluate opportunities to increase self-sustainability of Municipal services (eg: Airport)
 - Complete occupancy of Highway Commercial development
 - Re-evaluate surplus Municipal property
 - Resource revenue sharing
-

Implementation

The results of this Four Year Strategic Plan will be communicated to staff by the CAO, and used by Council to provide direction for their decision-making.

Progress against this plan will be reviewed annually beginning in 2021 by Council. The annual review should also include reviewing the plan to ensure it remains valid, and updating strategies and objectives to support the vision and strategic directions. Progress against this plan will be communicated by staff annually.



