

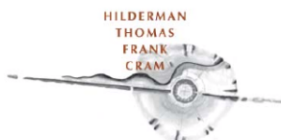


2011

Municipality of Red Lake Sustainable Community Plan



MEYERS NORRIS PENNY LLP



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BACKGROUND

INTRODUCTION

The Municipality of Red Lake is a progressive community strategically located on the major access route to a large part of Northwestern Ontario, a region with significant potential for sustainable development. As a community, the Municipality is characterized by our northern hospitality and our entrepreneurial spirit.

The Municipality is the beneficiary of extensive, abundant natural resources, and the home of the highest grade gold ore deposits in the world. This has created a community that we want to ensure can last; a community that is less reliant on one industry, that provides everything our citizens require to support a uniquely rich quality of life, and that ensures the beauty and abundance of the area continues to be available to future generations.



The Municipality recognizes the importance of partnerships, both within the Municipality and with neighbouring communities, to enable development and encourage social and economic growth. This Sustainable Community Plan was developed to engage our community and our partners – to enable us to articulate the future that citizens want for the community, identifying both what is needed to address today’s challenges, *and* to leave a positive legacy.

Development of the Sustainable Community Plan was funded in part by the Federation of Canadian Municipalities (FCM) Green Municipal Fund. The FCM Green Municipal Fund offers financial services and resources to Canadian municipal governments to improve environmental performance and reduce greenhouse gas emissions.

WHAT IS A SUSTAINABLE COMMUNITY PLAN?

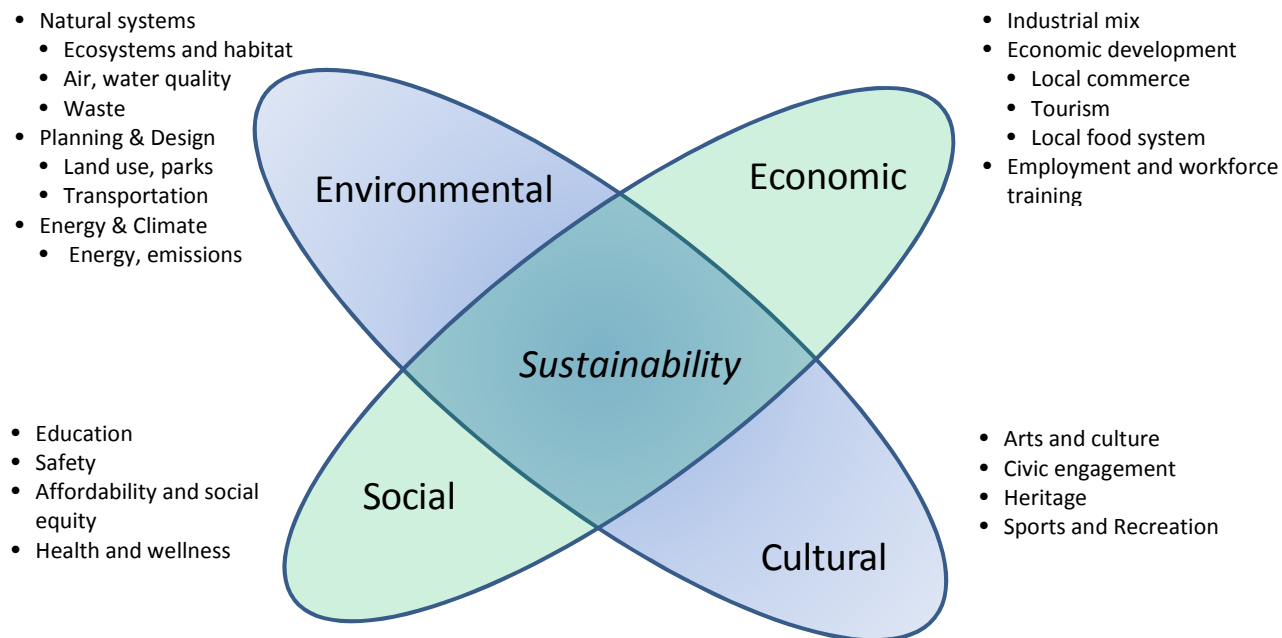
A sustainable community plan is a long term plan, developed in consultation with community members, to establish direction for future sustainable practices within the Municipality to enhance the environmental, economic, social and cultural well-being of current and future generations. It reflects the ideas and priorities of the community and can be used to guide short, medium and long-term decision making for the Municipality.

The Sustainable Community Plan for the Municipality of Red Lake is intended to be an overall framework that integrates other plans and initiatives of the Municipality. It is intended to be multi-generational, addressing the needs of the present without compromising the ability of future generations to meet their needs as well.

This plan is meant to be a living document. Development is an ongoing process, and surprises are likely. As with all aspects of our world, the plan for a truly sustainable community needs to be adaptable to change. Participation of community residents, from all aspects of the community, will be critical in this ongoing development. This participation will ensure the plan is robust and provides true, ongoing guidance to community leaders, today and in the future.

SUSTAINABILITY MODEL

The model of sustainability upon which this plan is based involves the balance and integration of four components: environment, economy, society and culture.



Each of these components is interrelated:

- The development of a community is bound up with the development of the people who live there in terms of learning experiences, motivation, and values.
- The health of any part of the community is reliant on the health of every other part. Effective development deals with all the systems in the community.
- Human society and the biosphere are part of one system. Planning must consider the Municipality in its bioregion and consider its even larger ecological footprint.
- Cultural emphasis deepens the development process. A vibrant culture -- arts, festivals, history, traditions and environment – is the key to both economic and social development¹.

HOW THIS PLAN WAS DEVELOPED

The Municipality of Red Lake engaged the assistance of Meyers Norris Penny LLP and Hilderman Thomas Frank Cram to help prepare the Sustainable Community Plan. The Municipality and the project team worked together to design an approach that included consultation with community members, local businesses and organizations, schools, provincial government departments, and area First Nations. These consultations were conducted to:

- Identify what citizens value about the community, and what they want it to look like in the future;
- Draw on the wisdom and expertise of community members;

¹ *Community Development Intensive: A Comprehensive Grassroots Approach*, Canadian Institute for Cultural Affairs, 2000.



Community Workshops

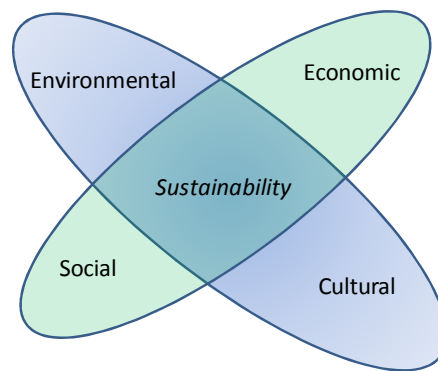


COMMITMENT TO PRINCIPLES OF SUSTAINABILITY

WHEREAS, as Mayor and Councillors of the Municipality of Red Lake, we acknowledge the community's desire to create a sustainable future where stability is one of the desired outcomes; and

WHEREAS achieving this future will require the participation and commitment of the Municipality, community agencies and organizations, business leaders, citizens, and other levels of government; and

WHEREAS we, as Mayor and Council, are committed to work on behalf of a future in which our economy, environment, society and culture are balanced and sustainable;



THEREFORE BE IT RESOLVED,

1. THAT the Municipality of Red Lake shall be committed to creating the conditions necessary for a sustainable future by adopting the following principles, to be considered together²:
 - 1.1. **Stewardship:** Managing land, water, air, energy and other natural resources wisely for future sustainability.
 - 1.2. **Efficiency:** Making efficient, integrated public investments in infrastructure and services, linking municipal policies with public investments to expand economic opportunity while protecting cultural and natural resources.
 - 1.3. **Choice:** Weighing options and choices that enable development of community-based and community-specific priorities.
 - 1.4. **Accountability:** Demonstrating responsibility and accountability for development decisions that are balanced, predictable, fair and cost effective.
 - 1.5. **Prevention:** Avoiding untended consequences; preventing future costs and negative impacts of decisions on the environment and quality of life.
2. THAT the Sustainable Community Plan attached hereto be adopted and implemented;
3. THAT progress reports be issued to the community on an annual basis;
4. THAT the Sustainable Community Plan be reviewed every four years, including consultation with the community, to ensure that it remains relevant and can be adapted as needed to new developments; and
5. THAT amendments to the Sustainable Community Plan as may be proposed be approved by municipal by-Law.

Approved by Resolution of Council #117-11, March 21, 2011.

² Adapted from Smart Growth Principles described in *Under Construction: Tools and Techniques for Local Planning*. Minnesota Planning. 2002. <http://www.gda.state.mn.us/pdf/2002/UnderConstruction.pdf>

VISION

The Municipality of Red Lake: One of the most economically diverse, socially and culturally rich, and environmentally responsible resource based communities in the world, providing world-class services to local citizens and the region.



THEMES AND STRATEGIES

Community consultations identified a series of themes important to the future of the Municipality. Based on these themes, statements were developed to describe the desired future state. Each of these themes are identified below, with an overview of the current state, or “where we are now”, the desired future state, or “where we want to be” and strategies to achieve it, or “how we plan to get there”. Where a strategy has relevance under more than one theme it has been listed under each.

THEME 1: RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

WHERE WE ARE NOW

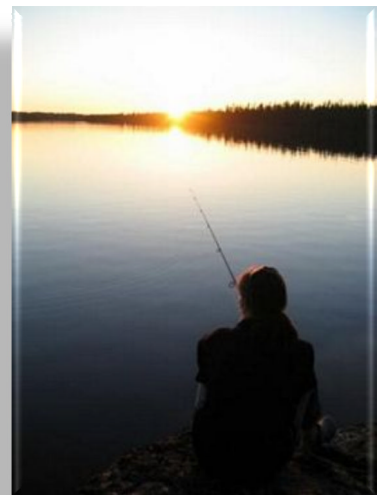
The Red Lake area offers an abundance of high quality natural resources which support the mining, forestry and tourism industries. Communities are located within these natural environments and residents value the proximity to the aesthetic and recreational opportunities they offer. Extensive areas of undeveloped wilderness around the Municipality are still relatively inaccessible and offer opportunity for preservation, protection and careful utilization.

While forest and mineral resources abound, commercial agriculture has not been developed to any great extent in the Red lake area. As a result, the Municipality relies on imported goods for the majority of its food resulting in an outflow of money and increased prices.

Due to the presence of natural resources in the region, Ontario Ministries have enacted policies that dictate land development areas and mineral rights, including environmental protection zones for species at risk. These policies and restrictions were created with little to no community input and supersede any other community interest. There is currently no comprehensive environmental management plan for the region, which makes it difficult for citizens to contribute to the identification of protection zones, development zones and areas that need remediation.

Currently, all waste in the Municipality is brought to a designated landfill, which is reaching its capacity. The Municipality has recently established a Waste Management Strategy focused on reducing the volume of waste brought to the landfill through a recycling plan, bag tag and composting programs. The Strategy is in the process of being implemented. Materials for recycling are transported to either Dryden or Winnipeg for processing.

Governments and municipalities are increasingly seeking alternatives to reduce their own carbon “footprint”. The Municipality of Red Lake has applied the provincial requirement for LEEDS Silver standards for buildings funded with provincial dollars, and is aware there are many more opportunities for “green” municipal policies or by-laws, which could reduce long-term operation costs, enhance local environmental qualities and contribute to the global carbon strategy.



WHERE WE WANT TO BE

The land is critical to our community. We take pride in the quality and abundance of our natural resources: wildlife, green space, water quality, clean air, and tranquility. We will be stewards of the environment by ensuring that our growth is balanced with environmental sustainability to ensure the quality of resources we enjoy today is available to future generations.

HOW WE PLAN TO GET THERE

WHAT WE'RE ALREADY DOING

1. **Waste Management Strategy**

The Municipality has recently approved a Waste Management By Law in September 2010 and published a Waste Management Information Guide to inform citizens of the new plan. Further development of the existing strategy will ensure effective management structures and accountability, including diversion targets and performance monitoring, and an ongoing evaluation of opportunities to process waste in the Municipality to reduce transportation costs and the overall environmental footprint. Full implementation of the strategy will include active public communication and education programs.

2. **Water Quality and Conservation**

In 2008, water meters were installed in all homes in the Municipality of Red Lake. The meters are an important tool for measuring and reducing the demand for treated water, enabling less water going to treatment facilities, saving energy and money. Meters also help reduce overall water consumption. The Municipality has also established by-law provisions that provide the ability to restrict or prohibit the consumption of water at certain times for conservation purposes. Water treatment facilities have state of the art filtration systems.

3. **Partners for Climate Protection**

The Municipality of Red Lake is participating in the Partners for Climate Protection (PCP) program, a network of Canadian municipal governments that have committed to reducing greenhouse gases and acting on climate change. The PCP program is based on a five milestone framework, which includes creating a greenhouse gas emissions inventory and forecast, setting an emissions reductions target, developing a local action plan, implementing the local action plan, monitoring progress and reporting results.

STRATEGIES FOR THE NEXT FIVE YEARS

4. **Establish internal Municipal policies to demonstrate commitment and leadership to environmental responsibility.**

As a major employer in the area, the Municipality has the opportunity to demonstrate effective business practices, including internal reduce-reuse-re-cycling programs and green procurement policies that can provide an example for other institutions, agencies, businesses and organizations in the community.

5. **Create a greenhouse gas emissions inventory and establish an emissions reduction target.**

In the next five years, the Municipality will seek to achieve these first two milestones in the Partners for Climate Protection Program. A greenhouse gas inventory brings together data on community and municipal energy use and solid waste generation in order to estimate greenhouse gas (GHG) emissions in a given year. The inventory can be used to document energy consumption and waste composition data, and to calculate the resulting greenhouse gas emissions. To develop a reduction target, the Municipality will seek the input of

residents, non-governmental organizations and the private sector. The greenhouse gas reduction target and the timeline for achieving it will be adopted by Council.

6. Establish a process to engage the community, the Anishinabe, industry and government to establish an environmental management accord that balances the needs and values of all parties.

The environment is of significant importance to many parties in the Municipality. Accordingly, an effective and relevant plan will need to address the needs and values of all parties, such as access for industry, community recreation, tourism, and traditional users, while respecting natural systems.

7. Develop landscape restoration and forest preservation by-laws

The Municipality will codify in by-laws and/or the Official Plan the values, aesthetics and features that represent the distinctive attributes of the Municipality and that should be protected and enhanced through community revitalization and new development. This new code would be applied to public spaces, streetscapes, and new developments to maintain and protect contiguous natural buffers and ecological corridors within new development areas.

8. Develop ongoing public education/awareness strategy

Environmental stewardship is the responsibility of all citizens. Working with partners in the education system, industry, tourism and other government agencies, the Municipality will seek to ensure a high degree of public awareness of the value of the local ecosystems and the ability of each business, organization, and individual to adopt practices that support sustainability of the region.

LONGER TERM STRATEGIES

9. Develop local food strategy

Local and regional foods have many advantages in freshness, quality and reduced impact on the environment. The Municipality has a role to help facilitate relationships between community partners to explore ways to encourage production and marketing of local and regional foods, including through community gardens and farmers' markets, and development of innovative strategies and technologies that enable production in a northern climate (e.g., to capture ground heat for greenhouses).

10. Develop a carbon offset strategy

FCM has created the Green Municipal Corporation to purchase, aggregate and sell carbon-offset credits earned by municipal governments. Municipal governments are committed to reducing greenhouse-gas emissions from their operations, and upcoming federal air-emission regulations are expected to allow municipal governments to sell their emission reductions as carbon-offset credits.

11. Create a local action plan for greenhouse gas reduction, implement, monitor, report and verify progress toward greenhouse gas reduction targets.

A Local Action Plan (LAP) is a strategic document that outlines how the Municipality of Red Lake will achieve its greenhouse gas (GHG) emissions reduction target. The Municipality will first develop and implement a plan for municipal operations. Based on this experience the Municipality will work with community partners to establish a community-wide LAP, which will have a much greater reduction potential.

KEY PERFORMANCE INDICATORS FOR RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

- Increased communication and cooperation in environmental protection and land use decision-making between the community, industry, the Anishinabe and government
- Per capita water production and consumption
- Air pollutants from stationary sources
- Diversion of residential solid waste
- New developments that incorporate significant landscape preservation strategies
- Restoration of significant local natural features to existing developments
- Youth engagement in the distinctive environment of the Municipality
- Local and regional foods available
- Number of/participation in environmental education programs
- Waste reduction/energy savings of municipal operations

Future Indicators:

- Greenhouse gas emissions
- Groundwater quality
- Air quality



THEME 2: GREEN ENERGY COMMUNITY

WHERE WE ARE NOW

The Municipality's energy sources currently include hydro-electricity, geothermal and fossil fuels. Hydro-electric power is the primary source of energy for industrial use; however current demand exceeds existing capacity. Geothermal and some solar energy have been successfully introduced within the community in schools and public buildings. There is limited use of alternative energy for residential applications.

WHERE WE WANT TO BE

The Municipality will be a green energy community. Affordable, alternative, renewable energy will supply the majority of residential requirements. Efficient renewable energy infrastructure will supply industrial requirements. Active industrial, commercial and residential programs will minimize consumption and emissions to leading community standards.

HOW WE PLAN TO GET THERE

WHAT WE'RE ALREADY DOING

1. LED Streetlight Program.

The Municipality has undertaken a program to use LED technology for all new installations and replacements of public streetlights. LED lighting has been installed in Centennial Park, the airport and the highway commercial development.

2. Negotiate upgrades to transmission capacity to increase availability of renewable energy for industrial use.

Directly and through the Northern Ontario Municipalities Association (NOMA), the Municipality has been advocating for the Province of Ontario to upgrade transmission lines to the Municipality, and to establish permanent, affordable energy rates in the region. The Municipality will continue to work with NOMA and industrial partners to accomplish this goal.

STRATEGIES FOR THE NEXT FIVE YEARS

3. Incorporate green energy considerations into the Official Plan, and subsequent development planning for residential, commercial, and industrial activity.

The Official Plan is a policy document that sets out the general guidelines for growth and development. Options for urban design can reduce energy consumption and fuel use, including reducing travel distances and incorporating walking and biking trails to reduce use of fossil fuels, incorporating passive resources, living systems and urban ecology to reduce energy consumption. The Official Plan may also include building code considerations that require energy efficient design.

4. Design municipal infrastructure to continuously shrink energy consumption, greenhouse gas emissions, and water conservation.

The Municipality will, on an ongoing basis, identify and evaluate opportunities to reduce energy consumption of all infrastructure, buildings and equipment under Municipal control, particularly as part of any new

developments or required upgrades of existing infrastructure. Examples include use of low consumption technologies for lighting, heat and air exchange, building construction, and use of alternative energy sources such as solar and geothermal energy.

5. Identify and evaluate alternatives for local renewable energy sources for residential and commercial use including water, solar, wind, biomass, geothermal, and high efficiency wood pellet technologies.

The Municipality will help inform, motivate and facilitate relationships to enable innovative energy solutions for residential and commercial applications.

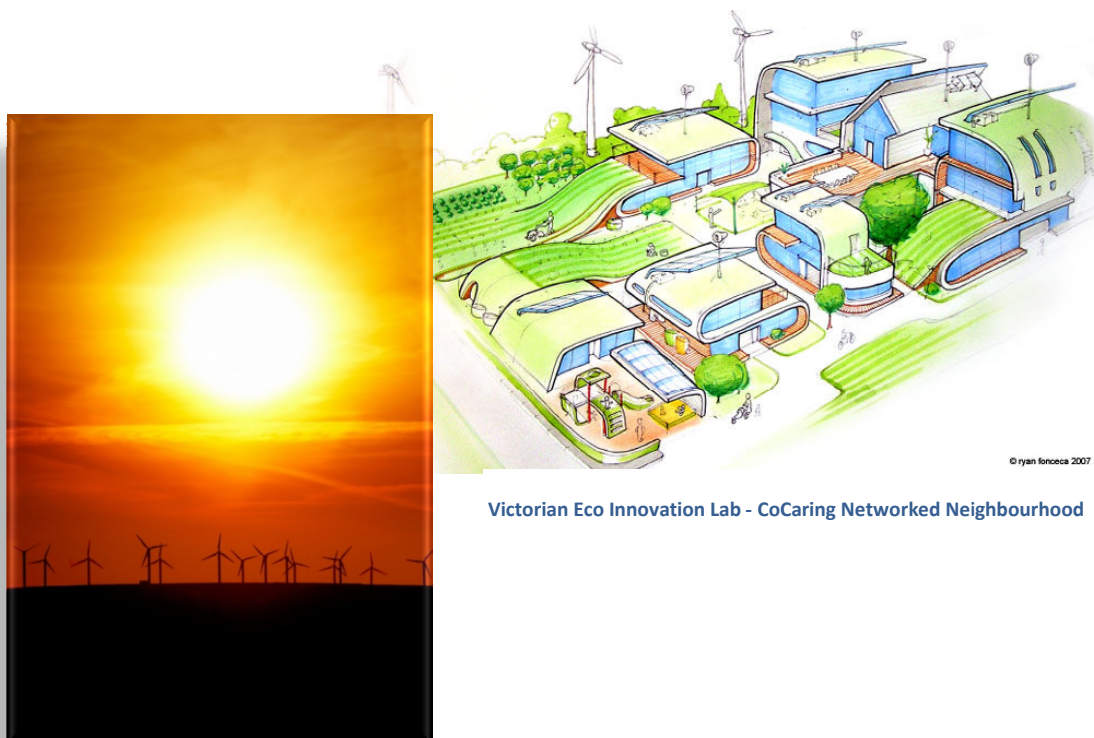
LONGER TERM STRATEGIES

6. Develop a Local Climate Action Plan to become a net zero residential community.

The Municipality can support public education, establish a baseline emissions inventory, facilitate a public action plan and monitor results to support a Local Climate Action Plan. The Municipality will also seek to adopt energy efficient policies and practices to demonstrate effective business practices that can provide an example for the community.

KEY PERFORMANCE INDICATORS

- Calculated emissions from industry, commercial and residential energy use.
- Residential/commercial energy consumption per capita.
- Energy consumption of municipal infrastructure, equipment and buildings.
- Installations of alternative energy in the community.
- Number of energy efficient designs applied in new developments.



Victorian Eco Innovation Lab - CoCaring Networked Neighbourhood

THEME 3: WELL DESIGNED, FORWARD LOOKING LAND USE PLAN

WHERE WE ARE NOW

There is little land available for development in the Municipality due to the high mineral potential that underlies much of the Municipality and other natural resource values. Government policies and regulations as well as practical concerns for access to sub-surface resources make development difficult. Policies that are intended to protect the minerals that the Municipality relies on for survival and the environment that citizens so highly value are stifling community sustainability. There is not sufficient land designated and approved for development to accommodate existing demand and potential growth. Maps showing development opportunities and constraints are included in Appendix B.

The Municipality currently maintains five distinct villages, each with their own character, unique needs, and services. The dispersed nature of these villages increases the cost of municipal infrastructure and limits the potential social, cultural and economic benefits created by a centralized population. Recreation trails linking the communities are being planned throughout the Municipality.

To access minerals under the community of Balmertown, Goldcorp has acknowledged that it is considering open pit mining within the existing town footprint some time in the future. Goldcorp has estimated there are approximately 200 homes that would need to be relocated as a result.

Lakeshore property is highly valued for residential development, but of limited supply. The horizontal alignment and topography on Red Lake's downtown Howey Street, its scale of architecture and its location adjacent to the lake provides an interesting and distinctive experience. Many of the residential areas are woven with natural features of forest and rock adding a distinctive quality to these places. Other developments are imposed on the landscape, preserving few of the natural qualities that make the Municipality distinctive (they could be anywhere).

The Municipality endeavours to review its Official Plan every five years. The existing Plan was approved in 2005, and the next review is scheduled for 2011. This provides an opportunity for the Official Plan and zoning by-laws to be updated to reflect both current conditions and the direction of the Sustainable Community Plan.

The issues that confront the Municipality are many of the same issues faced by the other local governments in Northwestern Ontario. The Northwestern Ontario Municipal Association is presenting these facts to government and lobbying on behalf of all of the municipalities in the northwest.

WHERE WE WANT TO BE

The Municipality of Red Lake will be beautiful. Development in our community will occur with meaningful consultation, in anticipation of social, commercial and industrial needs, and in balance with environmental sustainability. We will not be bound by the past independent village structure when considering a sustainable future for the Municipality of Red Lake. Development will balance meeting the needs of our existing neighbourhoods while moving towards a more sustainable community organization.

HOW WE PLAN TO GET THERE

WHAT WE'RE ALREADY DOING

1. Site Plan Control Agreements for certain new developments.

The Municipality has begun to use Site Plan Control Agreements for certain new developments in the Municipality. A Site Plan Control Agreement is an agreement that describes the manner in which a property may be (or must be) developed. Goals of such agreements include to improve the image and aesthetic appearance of an area, ensure the safety and convenience of automobile and pedestrian traffic, develop an efficient transportation system, ensure parking and loading facilities are properly located and maintained, and to protect environmental areas through the appropriate location of buildings, roads and parking spaces.

2. Comprehensive Review

In accordance with the 2005 Provincial Policy Statement under Section 3 of the Planning Act, a Comprehensive Review of land needs in the Municipality of Red Lake is underway and is scheduled to be completed for the summer of 2011. Land needs or the 'potential demand' will be assessed and compared to the existing vacant land supply in designated growth areas, and potential additional capacity through intensification and redevelopment to assess the ability to accommodate potential population and employment growth projections. The study area for this comprehensive review is the Municipality of Red Lake as a whole with a focus on the existing settlement areas or 'town sites'.

3. Update Official Plan

The Official Plan is scheduled for review in 2011. The Official Plan is one of the main tools available to enact the Sustainable Community Plan objectives, and as such should reflect a balance of social, economic, environmental and cultural priorities, and identify geographic "growth areas" for future development, identify and designate lands that are appropriate for various land uses (residential, commercial, mixed-use, industrial, institutional, recreation and open space, and environmental protection). Maps showing areas currently identified for development and potential future growth areas are included in Appendix B.

STRATEGIES FOR THE NEXT FIVE YEARS

4. Confirm the roles and long term ambitions for each of the five villages in the community

The Municipality will, with public input, confirm the land uses, zoning and service level requirements of each community to achieve a more sustainable overall layout, including a concentrated full service centre, bedroom communities with limited services, areas for heritage sites, cultural activity, recreation and tourism (including campgrounds), and areas limited to industrial activity.

5. Prepare a land use plan that directs new development to appropriate lands

As further qualitative and quantitative expansion of the Official Plan, the Municipality will prepare a land use plan that will further implement the goals of the Sustainable Community Plan. This plan will:

- Focus on the re-invigoration of the harbour front and Howey Street as the community's downtown.
- Incorporate active transportation systems (walking, bike trails).
- Incorporate alternative transportation systems including winter roads, snow machines and ATV 's and boat access as part of the community transportation infrastructure.
- Establish mixed use, pedestrian friendly neighbourhoods.
- Create zoning policies to encourage densification.

- Establish compact neighbourhoods that encourage a diversity of housing forms such as smaller units, secondary suites, duplexes, triplexes, and townhouses.
- Incorporate a process of Site Plan Control for municipal review and approval of potential development for attractive and appropriate design.
- Identify areas for preservation, including heritage and archaeological sites.
- Enable area(s) for Aboriginal cultural activity.
- Enable a local food strategy.
- Codify land use decisions in a municipal Zoning By-law.
- Include a long-term development plan for the community that quantifies the costs and benefits of future development, considering social, cultural, environmental and financial factors in the evaluation.
- Enable the Municipality to negotiate pre-screening of development areas by Ontario ministries (Ministry of Natural Resources (MNR), Ministry of Northern Development, Mines and Forestry (MNDM&F), Ministry of Environment (MOE)) and Federal Department of Fisheries and Oceans (DFO).

6. Acquire and assemble land to undertake development and/or facilitate private sector development of private lands

To achieve targeted development in a more timely way, the Municipality will take a proactive role. This may include:

- Negotiate pre-screening of development areas by Ontario ministries (MNR, MNDM&F, MOE) and Federal DFO.
- Negotiate MOU's with private land patent holders clarifying future development intents (e.g., no surface exploration planned at this time) while recognizing possible contingencies (i.e., Gold rises to \$5,000 an ounce).
- Work with developers and/or directly acquire properties that become available and which are designated for a change in use or zoning. Re-zone properties to comply with Official Plan as they become available for sale.

LONGER TERM STRATEGIES

7. Continue to develop a regional approach

The Municipality will continue to support NOMA in establishing greater autonomy for decision making in Northwestern Ontario that may enable more coordinated regional planning.

8. Coordinate local land use policies with district wide environmental management policies

Upon completion of a regional environmental management accord, the associated policies can be reflected in future reviews of the Official Plan.

KEY PERFORMANCE INDICATORS

- Reflection of Sustainable Community Plan objectives in the Official Plan.
- Community involvement in planning decisions, including the future roles for each of the 5 villages.
- Land available for development: residential, commercial, industrial
- Re-invigoration of Howey Street as a diverse and viable downtown
- Designation and implementation of new development areas to address immediate needs
- Designation and availability of development areas to address long-term needs

- Designation and development of alternative transportation systems
- New development that incorporates qualities that express the distinctive attributes that make the Municipality a special place
- Ontario will acknowledge that the Northwest is different from other regions of the province and provide greater autonomy in regional decision-making with respect to authority over crown land use, revenue generation, natural resources and environmental considerations.

THEME 4: EXEMPLARY INFRASTRUCTURE QUALITY AND CAPACITY

WHERE WE ARE NOW

Development in the Municipality of Red Lake is limited by the available supply of hydro electric power and the Municipality's ability to invest in infrastructure.

The Municipality currently provides services, such as sewer, water, and fire protection, to five communities. Accordingly, capital and operating expenses are much higher relative to those of a single community of its size. This is becoming a financial burden for the Municipality. Much of the infrastructure in the area was developed by mining companies to support their operations and employees. Over time, this infrastructure has been transferred to the Municipality. This infrastructure is now aged to the point where it needs to be replaced or upgraded and the current tax base is not sufficient to support the financial burden. The Municipality receives a very minimal share of the royalties paid by mining operations to the Province of Ontario.

Hydro rates for residential purposes are among the highest in Northwestern Ontario and are believed to add to the high cost of living that citizens feel is a barrier to remaining in the community after retirement. Natural gas is not currently available in the Municipality, which limits residential heating options and industrial activity.

Residential energy use accounts for less than 5% of demand. Current industrial demand exceeds the existing capacity of the transmission lines, and planned activities require at least an additional 50 megawatts. The need for this energy is pressing, and will either limit the extent and pace of industrial activity in the area, or result in use of non-renewable sources of fuel that produce more emissions. The need for transmission upgrades extends throughout the region with demand for development of mining opportunities within the Ring of Fire and to service remote First Nations communities.

Residents are appreciative of current infrastructure and repairs that have recently been completed, however have identified the need for expansion and improvements. Road access to the Municipality is limited to Highway 105 to the south, and Nungesser Road, which extends approximately 60 km to the north to Berens Landing. The closest community to the North is Pikangikum First Nation, which is approximately 20 – 30 km by boat from Berens Landing. The lack of an all-weather road limits access to and from northern First Nation communities.

The Municipality receives approximately 32,000 air passengers per year. Airfare to and from the Municipality is quite expensive, even to the nearest large centres. Goldcorp has negotiated significant discounts on behalf of its employees to enable personal travel. A new airport terminal and parking lot is currently being



constructed to accommodate passenger traffic. Additional land is required to enable access for additional carriers to enable passengers a competitive option for air service and to further promote the Municipality as a gateway to northern communities.

Intra and inter community transportation options are limited. Excel Coach Lines provides bus service five days a week to Vermillion Bay and Kenora. There is no public transportation within the Municipality. The Municipality operates a ferry between the communities of Cochenour and McKenzie Island on Red Lake. This service is a seasonal service with a modest user fee, subsidized by the Province and the Municipality.

WHERE WE WANT TO BE

The quality and capacity of our infrastructure will support social, commercial and industrial interests and development in an environmentally sustainable manner.

HOW WE PLAN TO GET THERE

WHAT WE'RE ALREADY DOING

1. Negotiate upgrades to transmission capacity to increase availability of renewable energy for industrial use.

Directly and through the Northern Ontario Municipalities Association (NOMA), the Municipality has been advocating for the Province of Ontario to upgrade transmission lines to the Municipality, and to establish permanent, affordable energy rates in the region. The Municipality will continue to work with NOMA and industrial partners to accomplish this goal.

2. Investigate the feasibility of extending the natural gas pipeline to the Municipality.

The Municipality of Red Lake remains one of largest communities in Ontario that is not serviced by natural gas. As a result, energy costs for citizens and businesses can be a considerable financial burden. The availability of natural gas would present an opportunity to significantly reduce these costs and presents an affordable energy option. The Municipality of Red Lake, along with Goldcorp and Union Gas, has resumed discussion on bringing natural gas to the Municipality. The Municipality has applied for federal and provincial funding to cover costs associated with the "Municipal" portion of the gas distribution system. Goldcorp has also pledged significant financial support for the project. The Municipality of Red Lake, Union Gas, Goldcorp, and other stakeholders continue to assess the feasibility of the project.

3. Airport construction.

A new airport terminal and parking area is being constructed to improve passenger service in and out of the Municipality.

4. Master Fire Plan

A master fire plan is a strategic, long-range blueprint for fire protection. It includes an objective assessment of community fire risks and fire service capabilities, measurable strategies to ensure effective and efficient fire protection and prevention services, and implementation plans that help strengthen public fire safety. The Municipality of Red Lake is working with the Ontario Fire Marshal's Office to develop a Master Fire Plan, scheduled to be completed in March 2011.

STRATEGIES FOR THE NEXT FIVE YEARS

5. **Develop negotiation plan / strategies to secure required capital for infrastructure investments without increasing local taxes.**

The Municipality does not have the tax base to support the infrastructure investments needed to maintain current levels nor those to support growth on its own. Partnerships will be needed with industry, and provincial, federal, and First Nation governments to secure the required capital. The Municipality will continue active discussions with the Provincial government, Goldcorp and other regional partners to achieve necessary infrastructure improvements.

6. **Include efficient infrastructure design in the Land Use Plan to address residential, commercial, and industrial development.**

The Land Use Plan is a qualitative and quantitative expansion of the Official Plan that is intended to implement the goals of the Sustainable Community Plan and will include a long-term development plan for the community that quantifies the costs and benefits of future development. The Municipality will also seek to ensure new investments and upgrades consider the use of smarter and cheaper infrastructure and green buildings that can lower housing costs and environmental impacts over the long run by using less costly infrastructure approaches and decreasing operating expenses.

7. **Incorporate transportation infrastructure design in Land Use Plan, environmental management plan and development requirements.**

The Land Use Plan is a qualitative and quantitative expansion of the Official Plan that is intended to implement the goals of the Sustainable Community Plan. This plan will incorporate active transportation systems (walking, bike trails), and alternative transportation systems including winter roads, snow machines and ATV 's and boat access as part of the community transportation infrastructure.

8. **Evaluate need for high speed internet access throughout community.**

Just as mail and telephone service were critical aspects of infrastructure linking communities in the past, high speed internet is critical infrastructure that links our society today. Education, business and personal communications are made possible despite distances via the internet, and have been shown to increase economic growth. High speed wireless internet is currently available in Balmertown, Cochenour and the Town of Red Lake. It is not currently available on McKenzie Island, Madsen or Starratt-Olsen. The future roles of these communities and future wireless technologies may impact both demand and servicing potential for high speed internet in these communities. In the short term, the Municipality will be installing Wi-Fi hot spots in municipal buildings for mobile citizen convenience.

9. **Conduct a study to determine the public transportation needs of residents and businesses.**

Citizens have expressed concern that the lack of public transportation, particularly for seniors and youth, has been identified as a significant factor limiting the ability of these groups to access the services available in different parts of the Municipality. An evaluation of current demand, as well as the impact on demand of future roles for each of the communities, will assist future decision making regarding transportation options to address these needs.

LONGER TERM STRATEGIES

10. **Develop airport expansion plan**

Expanded space is required to enable additional carriers and services to the Municipality. The current airport is bound by land with high mineral potential, and may be impacted by future plans for open pit development

in Balmertown. An area for an expanded airport will be included in the Land Use Plan for development in the future.

11. Develop negotiation plan/strategies for funding for strategic regional transportation initiatives

An all-weather road will improve the economic and social connectivity between the Municipality and its northern neighbours, enabling the transportation of goods, access to health, education and other services, and opportunities to strengthen community relationships. Extending road infrastructure to the west would provide an important, more direct link between the Municipality and Manitoba. The Municipality of Red Lake will work with and support northern first nation communities' negotiations with government to support all weather road access and improved air links to remote communities, and coordinate activities with Manitoba's northern road initiative and the Pimachiowin Aki (including the White Feather forest management area and Woodland Caribou Park in Ontario) world heritage site initiative.

12. Implement a rural public transportation system

Based on the results of the needs assessment, the Municipality will plan to implement cost effective options that respond to needs of regional residents, and which support reduced environmental impact of transportation within and between communities.

KEY PERFORMANCE INDICATORS

- Hydro electric power capacity
- Per capita hydro consumption
- High speed internet coverage
- Residential cost of basic services (power, water, high speed internet)
- Adequacy of roads paved lane kilometres in good condition)
- Length of trail networks
- Number of northern communities/population linked to the Municipality by an all-weather road
- Airport capacity for passenger traffic and freight.
- Conventional transit ridership: number of conventional transit passenger trips per person in the service area in a year
- Public transportation options both within the Municipality and connecting to the regional network
- Infrastructure operations and maintenance costs



THEME 5: BALANCED AND DIVERSIFIED ECONOMY

WHERE WE ARE NOW

The Municipality's economy is primarily based on mineral exploration and mining. Secondary industries include forestry and tourism. The Municipality is also a service centre for the surrounding region, including health, education and social services. Northern First Nation communities have a considerable impact on the local economy.

The Municipality's active labour force includes approximately 2,870 workers. Twenty-three percent (23%) of the labour force has post secondary education or trade certification. As at 2006, the employment rate in the Municipality was 72% relative to a provincial rate of 63%.

Employing approximately 950 full time permanent employees and an estimated 300 contractors, Goldcorp is the dominant employer in the Municipality, providing a strong base of well-paying jobs. Goldcorp currently has approximately 230 Fly-In/Fly-Out workers that have temporary accommodations at a dormitory on the Balmer Complex site adjacent to Balmertown. Goldcorp has identified a preference for up to 200 of these individuals to be residents of the Municipality, which has been impeded by a lack of housing. In addition to housing, Goldcorp has also identified challenges recruiting people to move to the Municipality related to limited health care services, restaurants, retail and other social activities. Goldcorp is currently undertaking significant capital investments, including an underground 5 km high speed tram to connect the Cochenour shaft with the Red Lake mine in Balmertown. Goldcorp has recently purchased approximately 500 acres within the Municipal boundaries with intentions for residential development.

In addition to Goldcorp, there are a number of other mining companies in various stages of mineral exploration, including Rubicon Minerals and Claude Resources that provide strong prospects for additional mines.

The Municipality is in the middle of extensive forest resources, including the Trout Lake and Red Lake Forest Management areas. The significant decline of the pulp and paper industry and the global economic downturn have impacted the forestry industry nationally, particularly for raw timber. Market opportunities for value-added forest products have been identified and a significant project opportunity is in early stages of development to take advantage of the available resources. As the economy recovers, particularly in the U.S., it is believed that demand for kiln-dried structural lumber will return. Kiln drying requires natural gas. The pipeline for natural gas currently ends in Ear Falls, approximately 65 km from the Municipality.

The Municipality has increased its focus on economic development within the last five year period through the hiring of its first full-time Economic Development Officer and the completion of a community investment readiness project which included an asset inventory, market study, gap analysis, and strategic action plan. The Municipality has also developed a community profile, which is updated annually. The Chukuni Communities Development Corporation invests capital in small businesses in the Municipality and Ear Falls to create and maintain employment. Land availability has limited commercial and industrial expansion.

Tourism has been a longstanding industry in the Municipality. Extensive wilderness resources have been particularly attractive for hunters and fishermen from the U.S. This activity has also been significantly impacted by the dramatic increase in the exchange rate beginning in 2005 and the general economic downturn.

The strong demand and concentration of employment in the industrial sector has enabled a high average income in the area compared to the rest of Ontario. This does, however, create recruitment and retention challenges for other employers in the retail and service sectors that offer lower paying positions.

Significant gaps in the retail sector in the Municipality have resulted in leakage to other communities. Citizens frequently travel to other centres, often several hours away, for shopping. Businesses from other communities have set up temporary “sales” in the Municipality, at the further expense of local businesses.

WHERE WE WANT TO BE

Our economy will be balanced by activity from various sectors and industries, including: mining, forestry, tourism, commercial, manufacturing, education, health, and social services. The community will be positioned to accommodate, grow, support and attract new businesses. We will have vibrant retail and service sectors that are supported by local consumers and those from surrounding communities.

HOW WE PLAN TO GET THERE

WHAT WE’RE ALREADY DOING

1. Increase availability of industrial and commercial land for development

The Municipality has initiated an application for amendment to the Official Plan to change the designation of a parcel of land on Nungesser Road from ‘Natural Resources’ to ‘Industrial’. Approximately 20 acres of property on Highway 105 has recently been developed and fully serviced for commercial use. Appropriate zoning and services are in place for the commercial development. A number of other strategies are also underway, including increasing the amount of land available for residential development, increasing capacity to hydro electric power for industrial use, and proposals for funding development of infrastructure and services for the industrial park.

2. Articulate and communicate a comprehensive economic development strategy

Objectives of the economic development strategy include to:

- Support the retention, succession, and expansion of existing businesses in the Municipality;
- Attract new business in targeted sectors to address existing gaps and to provide needed diversification into the future; and
- Motivate and coordinate activity of other agencies, business leaders, and the entire region, including northern communities and Ear Falls.

3. Support Red Lake Touring Region strategy

Tourism potential for the Red Lake region is strong, particularly in the context of consumer trends and interests in eco-tourism. The Municipality will continue to work with the Red Lake Touring Region network to support community based strategies to improve the customer experience, including cooperative marketing, packaging, and development of community spaces.

STRATEGIES FOR THE NEXT FIVE YEARS

4. Engage Goldcorp, business leaders, government to address existing barriers to economic development.

Limited healthcare services and availability of doctors, a lack of housing, development restrictions related to the natural environment, and infrastructure requirements, particularly the availability of hydro electric power are significant, immediate barriers to expansion and diversification. These issues require the coordinated effort and resources of multiple partners.

LONGER TERM STRATEGIES

5. Develop required infrastructure to support economic growth

Longer term infrastructure requirements include natural gas, further industrial and commercial developments, improved roads to the north and south, expanded road infrastructure to the west, and increased capacity for air traffic.

6. Develop Regional Marketing Plan

A regional marketing plan would support the overall economic development strategy and include targeted programs to support attraction of specific sectors, which may include supports, incentives and related policies, as well as a contact strategy involving existing business leaders. An aspect of this plan would be to focus on specific strategies for the retail sector.

KEY PERFORMANCE INDICATORS

Measures of success to evaluate progress towards achieving a balanced, diversified economy include:

- Population
- Employment rate
- Average income
- Employment by sector
- Fly-in fly-out worker population
- Businesses/establishments by sector
- Infrastructure investments and capacity



THEME 6: ACCESSIBLE HOUSING

WHERE WE ARE NOW

The Municipality has a significant shortage of housing that is restricting the quality of life for residents and the growth potential of the community. The demand for housing has been in excess of the housing supply which has resulted in higher prices on single family dwellings and older stock housing. High home prices have also resulted in high demand for rental housing. Accordingly, rental rates have increased as demand has outpaced supply.

Development in the Municipality is challenged by the high cost and limited availability of suitable land. Steep terrain and low-lying areas are unsuitable for development. The majority of land in the Red Lake area is owned by the Crown or mining companies. There are currently a very small number of residential lots available for construction and there is limited availability for the re-sale of houses.

Limited housing has resulted in a significant number of mine workers living in the Municipality on a temporary basis and maintaining permanent residences elsewhere. Housing availability is also impacting the Municipality's ability to attract and retain professionals, such as doctors.

There is a growing need for affordable housing for young adults, families and seniors. There is a homeless shelter in the Municipality, however it operates on a seasonal basis, and is typically at capacity with the same set of individuals. Residents also noted the lack of supportive housing for seniors.

WHERE WE WANT TO BE

Our community will have a housing stock/mix that is accessible by all segments of our population and enables community members to create 'homes'. Housing in the community will be developed to suit our climate, minimize environmental impact, and support growth.

HOW WE PLAN TO GET THERE

WHAT WE'RE ALREADY DOING

1. Increase land available for residential development

The Municipality has initiated an application for Official Plan amendment to change the designation of a parcel of land on Kelson Drive from 'Natural Resources' to 'Town Site Residential'. The proposed amendment will allow creation of residential lots within a plan of subdivision, providing additional land for future residential development. Full municipal sewer and water services will be provided. The Municipality has developed six attractive residential lots that have been reserved for doctors agreeing to move to the Municipality. Goldcorp has also purchased property for development. A comprehensive review is being completed to identify the required number of lots over twenty (20) years, current stock and best locations for development.

STRATEGIES FOR THE NEXT FIVE YEARS

2. Develop land use plan applying principles of smart growth

The Municipality will prepare a land use plan that will expand on the Official Plan to further implement the goals of the Sustainable Community Plan. This plan will incorporate principles of Smart Growth, which include:

- Mixed use, pedestrian friendly neighbourhoods.
- Zoning policies to encourage densification.
- Compact neighbourhoods that encourage a diversity of housing forms such as smaller units, secondary suites, duplexes, triplexes, and townhouses.
- Active transportation systems (walking, bike trails).

The Land Use Plan will also include the current process for Subdivision Control, ensuring municipal review and approval of potential development for attractive and appropriate design.



3. Increase land available for residential development

To achieve targeted development in a more timely way, the Municipality will take a proactive role. This may include:

- Negotiate pre-screening of development areas by Ontario ministries (MNR, MNDM&F, MOE) and Federal DFO.
- Negotiate Memorandums of Understanding (MOU's) with private land patent holders clarifying future development intents (e.g., no surface exploration planned at this time) while recognizing possible contingencies (e.g., Gold rises to \$5,000).
- Work with developers and/or directly acquire properties that become available and which are designated for a change in use or zoning. Re-zone properties to comply with Official Plan as they become available for sale.

4. Promote attractive housing options that appeal to a wide range of people, including singles, young couples, families, and retirees

The Municipality will continue consultations with Goldcorp and community organizations to quantify current and projected requirements for housing by housing type, such as single detached, multi-family. Zoning and policies will encourage well-designed, compact neighbourhoods that encourage a diversity of housing forms such as smaller units, secondary suites, duplexes, triplexes, and townhouses.

5. Ensure residents can meet their housing needs regardless of income level (develop affordable housing strategy)

As part of the overall Land Use Plan, the Municipality will develop policies and programs for affordable (market) housing, such as:

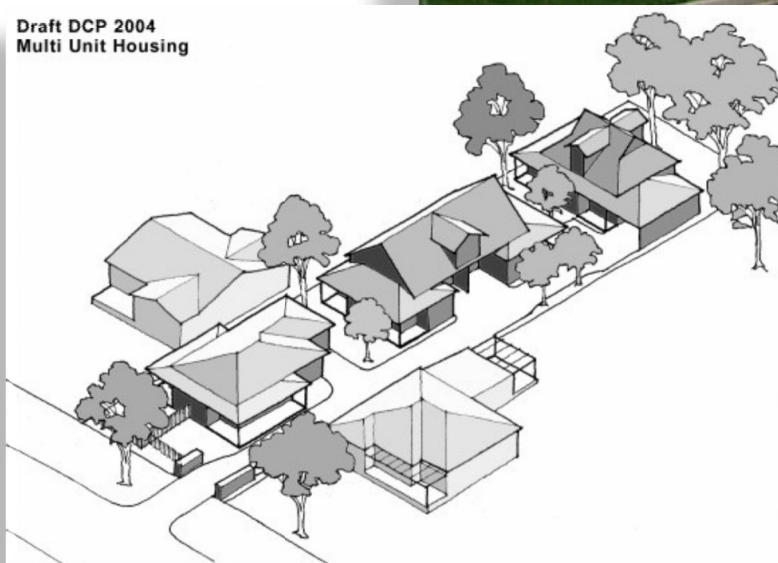
- Inclusionary zoning that requires affordable housing to be included as part of development. For example, this could be a percent of units or financial contribution in lieu of units that is paid into a housing fund.
- Density bonuses.
- Second suite policies to encourage the creation of auxiliary units that would expand the supply of rental housing.

KEY PERFORMANCE INDICATORS

- Average house price
- Home ownership rate
- Single family housing growth relative to population growth
- Number of new residential units
- Residential lots available
- Residential building permits
- Average annual vacancy rate
- Percent of buildings with LEED certification



Draft DCP 2004
Multi Unit Housing



THEME 7: FULL RANGE OF SERVICES TO SUPPORT HEALTH AND WELL BEING

WHERE WE ARE NOW

A major concern in the Municipality is the limited access to healthcare in the area. The Red Lake Margaret Cochenour Memorial Hospital delivers inpatient, emergency and outpatient health care, with 14 acute care beds and 4 complex continuing care beds. The hospital works with the Red Lake Medical Clinic to offer 24/7 emergency service; patients are referred to larger centers to receive specialized care. An acute shortage of medical professionals is impacting the availability of appointments at the clinic and services at the hospital. This lack of healthcare has been cited as a key barrier to further economic development. Residents must travel to other communities for surgery and dialysis. Caesarean sections are not preformed locally, which requires all women with high risk pregnancies (including all women having their first child) to leave the community to give birth. This presents a challenge to a community that is looking to retain its young people, attract young professionals, and grow. The Hospital and clinic are also aging, which adds challenges to recruiting young professionals to a northern community. The use of locum professionals is not financially sustainable, and a lack of access to family doctors is a significant barrier to community growth and the ability to meet the needs of the Municipality and surrounding region.



The Municipality offers police, fire and EMS services. While community members generally feel the Municipality is a safe community in which to live, the prospect of significant growth also raises concerns that it may result in a corresponding increase in crime. There are currently limited services available for addictions prevention and treatment. Residents have also identified that more services are needed for the retention of seniors in the Municipality.

WHERE WE WANT TO BE

Residents (and members of the communities we serve) of all ages, life stages, and lifestyles will have access to the health and social facilities, personnel, resources, and programming they need to support their overall health and well-being.

HOW WE PLAN TO GET THERE

WHAT WE'RE ALREADY DOING

1. **Recruit healthcare professionals.**

The Municipality has a physician recruitment committee that has been organized to direct and support municipal efforts to recruit physicians. The committee's efforts have recently attracted three new doctors to the community. The Municipality has set aside attractive sites for residential development for doctors to help this initiative and will seek to further support this committee by identifying the specific requirements necessary to attract and retain healthcare professionals and negotiating with other levels of government and community partners to secure the necessary funding and other requirements to achieve these requirements.

2. **Maintain and enhance our network of health care and social services to meet the needs of community members, especially children, the elderly and people with special needs by working together.**

A community wide wellness strategy is needed to articulate the needs of the community, identify the agencies and organizations that deliver services, ensure existing programs are being maximized, and identify opportunities to expand programming according to community need. Populations of focus identified during consultations include youth, seniors, and individuals with special needs. Participating organizations in this strategy are anticipated to include organizations from both the public and private sectors.

STRATEGIES FOR THE NEXT FIVE YEARS

3. **Modern Clinic.**

The Municipality will support the efforts of community partners planning the development of a modern clinic to help attract more healthcare professionals and to enable improved services in the region.

4. **Full Service Regional Health Centre**

The regional health centre also requires modernization and upgrades. The development of a business case that articulates the needs of local residents is needed. The ability of the Municipality to become a service centre to the northern communities is also limited by the range of services available – these communities are currently travelling by air to centres further away for these services. Development of community services is a significant aspect of the Municipality's future economic sustainability once mining activity decreases. The timeline for development and construction of a full service regional health centre would be established based on the business case.

KEY PERFORMANCE INDICATORS

- Number of health professionals per capita/residing in the Municipality
- Length of waiting list to obtain a family physician
- Emergency room visits for non urgent care
- Health and social services available in the Municipality
- Percentage of residents living in poverty
- Crime rate
- Prevalence of health issues in community

THEME 8: LIFELONG LEARNING

WHERE WE ARE NOW

Residents identified the facilities and personnel of the local elementary and secondary schools as strengths. Similarly, daycare programming was noted to be a strength, however in short supply. Implementation of Ontario's full day kindergarten, with an integrated before-and-after-school program will reduce demand for childcare for four and five year olds. This change is being phased in and is expected to be fully implemented by 2013.

The elementary and secondary schools in the Municipality have had declining or stagnant growth since 2006. The Municipality has three elementary schools, including École Catholique des Étoiles-du-Nord, and one high school. Students travel from Ear Falls to attend the high school. Smaller enrolment reduces the schools' ability to offer a full range of courses, including sciences, or alternative or cultural programming.



A lack of post secondary and adult education options were also identified in the area, which impacts youth retention and skills upgrading for residents. Confederation College provides educational programming geared to the needs of the region, however until recently, residents have only been able to access programming through distance education. Contact North maintains an access centre in the Municipality, offering on-line distance education in literacy, college and university programs. Confederation College has rented space for programming in the Municipality in 2010.

WHERE WE WANT TO BE

Our community will provide the infrastructure, personnel, and programming to support life-long learning, including: early childhood, elementary, middle, secondary, post-secondary, and continuing education. Programming options and approaches will be reflective of learning needs and community diversity.

HOW WE PLAN TO GET THERE

WHAT WE'RE ALREADY DOING

1. Develop post-Secondary offerings in the Municipality

The Municipality of Red Lake and Confederation College have been working on a proposal to provide post secondary educational options to the area. Proposed programming includes water and wastewater

certification, trades training, nursing, mining and various management training options, culinary and aviation technology.

STRATEGIES FOR THE NEXT FIVE YEARS

2. **Construct a regional campus to support on site and distance learning**

A permanent, physical space for post secondary learning located in the Municipality would support on site and distance learning for youth and adult learners. This will support youth retention efforts and enable residents upgrading opportunities to further their careers. The regional campus could be designed as a common facility for multiple programs and organizations, such as Confederation College, Contact North, and the Adult Learning Centre. This approach supports operating and programming synergies as well as efficient facility use. The presence of these organizations and the existence of such a facility will enable the development and delivery of training programs to support local employers and industry, such training to support mineral exploration or the hospitality industry.

3. **Develop an overall advanced education strategy**

Citizens and local industry have identified a need for advanced education in the community. An assessment is required to specify training requirements in the region, including needs of industry, local business and northern communities (number of people and nature of training). This assessment will enable the Municipality and its community partners to evaluate post-secondary education opportunities and training options that will create a skilled labour force, allowing residents to remain in this community.

4. **Develop a Leisure Guide for adult education, community interest activities**

A number of social, cultural and educational opportunities are currently available in the community; however there is no central source of information or easy way to find a workshop or course of interest. The development of a leisure guide for adult education, recreation and community activities will allow citizens to access these opportunities and increase the participation rate.

5. **Support development of cultural and environmental education**

Educational opportunities regarding the environment, local heritage and aboriginal culture were identified as topics of interest in the community, and would support other sustainability goals of the Municipality.

LONGER TERM STRATEGIES

6. **Evaluate opportunity for research centre**

The prevalence of natural resources and high level of industrial activity related to mining provide opportunities for educational placements for students from colleges and universities across Canada. The development of a regional campus and partnerships with industry and local businesses could provide the basis for a research centre. A study shall be undertaken to determine the critical success factors, feasibility, and operating model for this initiative.

KEY PERFORMANCE INDICATORS

- Childcare spaces/waiting list
- Elementary and secondary school enrolment
- High school graduation rate

- Percentage of population with high school diploma
- Enrolment in post secondary education offered locally
- Percentage of population with post-secondary education (college diploma, trade certificate, university degree)
- Participation/registration in adult education/leisure activities
- Library uses per person



THEME 9: CULTURALLY AWARE, RESPECTFUL AND ENGAGED

WHERE WE ARE NOW

The Municipality is a dynamic community that values independence and individuality. Aboriginal peoples have inhabited the region for 9,000 years and continue to be an important part of this Community. The skills, ideas, and cultures that newcomers bring to the community are also important to the community's sustainability.

Residents recognize that there is an opportunity to improve tolerance within the community related to ideas, ethnicity and religion.

There is a strong base of dedicated volunteers in the Municipality. More are needed to sustain and expand current activities, and there is a need to increase the engagement of residents of all ages. Meaningful and frequent communication is needed regarding initiatives and activities to support general awareness, involvement and accountability.



WHERE WE WANT TO BE

Our citizens will recognize, respect and celebrate the Municipality's cultural diversity. We will honour the first people. We celebrate the pioneers and newcomers who have contributed to the cultural mosaic of our community. Citizens will be informed, engaged, and active participants in community affairs.

HOW WE PLAN TO GET THERE

WHAT WE'RE ALREADY DOING

1. Develop a cultural plan

The development of a cultural plan will enable the municipality to identify its unique characteristics towards economic prosperity and an improved quality of life by promoting community, improving residents' sense of belonging and attachment, building community identity and pride, building social networks, increasing tolerance of others, and increasing the attractiveness of the area³.

2. Inform and educate citizens and visitors regarding the Municipality's heritage

The Red Lake Regional Heritage Centre maintains and develops exhibits and programming that promote and celebrate the Municipality's history and people.

³ Municipality of Red Lake Cultural Plan. <http://redlakemcp.wordpress.com/>

STRATEGIES FOR THE NEXT FIVE YEARS

3. Support and encourage volunteerism

Volunteerism in the Municipality has been identified as critical to the success of many components of sustainability, such as the hospital board and organized recreation programming. Support for, and the encouragement of, volunteerism will be necessary for the sustainability of new and existing community activities, events, and organizations. The Municipality will work with community organizations to seek ways to encourage volunteers by facilitating relationships within the community (leadership, volunteer mentor programs), recognizing volunteers, and encouraging Municipal employees to volunteer and get involved.

4. Develop a communication strategy to elevate awareness

Residents must be aware in order to be engaged. A communication strategy will be developed to elevate awareness of municipal issues, activities and needs in order to increase resident participation and involvement.

5. Demonstrate accountability through community reporting

Reporting to the community by the Municipality on key issues, activities, and actions resulting from community input will demonstrate accountability to residents as well as reinforce their involvement. The Municipality will formally begin this process with an annual report to the community on the activities, accomplishments and challenges related to the Sustainable Community Plan.

6. Develop recurring opportunities for engagement

Consultation is critical to engaging the community. Meaningful, relevant, and respectful dialogue between the Municipality, residents, and stakeholders, including clear consultation processes, can be used to develop community-based strategies that identify, discuss and address emerging issues.

7. Support intercultural awareness and respect

Increased interaction on topics of mutual interest will support intercultural awareness, tolerance and respect in the community. The Municipality will support this goal by ensuring diverse representation on community advisory boards, providing an opportunity for people with different cultural background to educate others, and supporting community wide multi-cultural events.

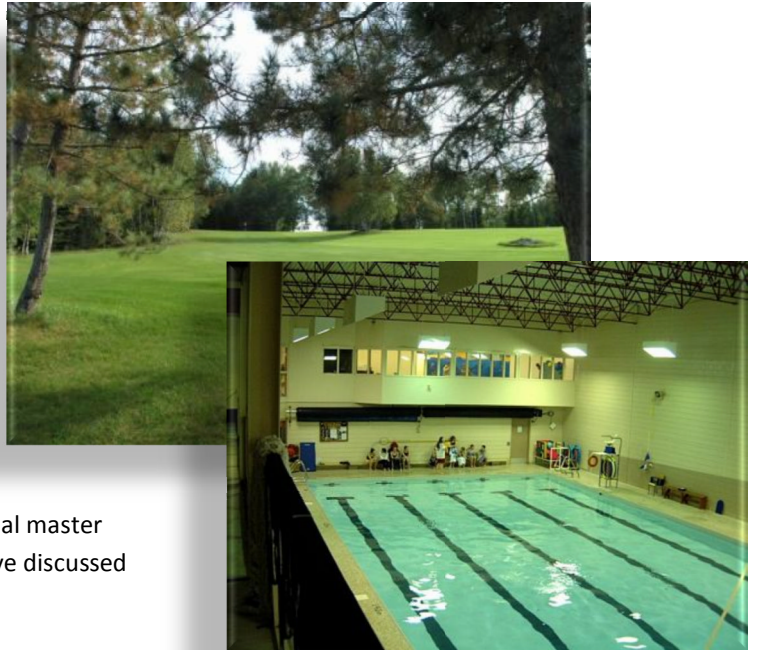
KEY PERFORMANCE INDICATORS

- Number of volunteers
- Frequency/nature of community consultation by Municipality
- Participation in community consultations
- Frequency and methods of communication/reporting to the community
- Representation of all aspects of the community on Municipality committees and advisory boards

THEME 10: ABUNDANT AND ACCESSIBLE ARTS AND RECREATION

WHERE WE ARE NOW

Residents value the indoor, outdoor, organized and unorganized arts and recreation activities that support active living in the Municipality. The community has excellent facilities and amenities such as a curling rink, Skate Park, arena, outdoor skating rinks, swimming pool, golf course and tennis courts. The natural environment supports a host of activities such as fishing, cross country skiing, snowmobiling, and swimming. Red Lake has excellent parks and beaches within walking distance that allow for sports and other recreational activities. Recently, the Municipality has developed a recreational master plan that should help increase these activities and have discussed the creation of a multiplex.



Volunteerism is reported to be a key to the success and availability of many organized sports programs. New volunteers are expected to be needed for the current level and quality of programming to be maintained.



Norval Morrisseau's *Thunderbird*, 1960, Acrylic on kraft paper. Red Lake Regional Heritage Centre Collection

A number of active festivals and events embrace and celebrate the Municipality's culture, such as the Norseman Festival, the Trout Lake Music Festival, Pow-wows and other Aboriginal celebrations and ceremonies. The community is home to practicing artists such as musicians, painters, and quilters. The Red Lake Heritage Centre supports arts programming in the community through arts festivals and an outdoor art banner program. The Heritage Centre also acts as a hub for local arts programming and is a great meeting place for cultural events, and social activities.

There are currently few options for evening social activities other than sports in the community.

WHERE WE WANT TO BE

We will have the facilities, programs, and personnel to support active lifestyles, personal enrichment, and a high quality of life for residents and visitors of all ages and backgrounds. There will be abundant and accessible arts, cultural and recreational programs and activities for people of all ages and backgrounds.

WHAT WE'RE ALREADY DOING

The Red Lake Regional Heritage Centre maintains and develops exhibits and programming that promote and celebrate the Municipality's history, people and local artists.



A Recreation and Parks Master Plan was approved in 2010.

This ten year plan was developed through extensive community consultation and outlines a vision and implementation plan for facilities, operations, and programming to support healthy active living for all residents and recreational and cultural opportunities for residents and visitors.

The grand opening of the new Skateboard Park at Centennial Park in Red Lake was held on August 30, 2010.

The Recreation and Parks Master Plan describes the directions and recommendations for the Municipality and individual communities to address recreation and parks facilities, operations, programs, and policies. The Recreation plan includes such elements as:

- Construction of a new multi-use complex (multiplex) including ice surfaces, pool, gym, running track, programmable rooms and rental space,
- Creation of a premier water theme and environmental exploration park,
- Improved communications and signage, including a single database of community activities and festivals,
- Preserving and protecting natural resources within parks and open spaces,
- Reorganized programming and departmental structure, and
- Development of an asset replacement fund.



The plan was designed to be implemented over a period of ten years. Many of these elements are consistent and are integrated with the objectives of this Sustainable Community Plan

5. Access to Wilderness

Access to the pristine wilderness surrounding the Municipality for recreational activity is a key benefit of northern living. Planning for environmental management will consider the preservation and enhancement of wilderness while ensuring public access to valued resources.

6. Incorporate cultural considerations in land use plan, site plan control

The development of spaces and facilities for recreation, parks, and the arts will be in keeping with the municipality's land use plan, preserve heritage building and sites of significance, and be a reflection of local cultural expression.

LONGER TERM STRATEGIES

7. Create visible demonstrations of culture in community

The Municipality has a proud and rich history. Visible demonstrations of culture and history, through the use of permanent installations will ensure that it is celebrated with visitors and not overlooked by local residents.

8. Promote arts and culture as a regional tourism attraction

There is an opportunity to leverage the Municipality's past and present arts community to support local and regional tourism. Through connections between education, tourism and arts entities, products and services will be created that reflect local culture and surroundings, such as Woodland Caribou Park and Pimachiowin Aki, a world heritage project.

9. Develop a permanent space for performing/visual arts and entertainment.

The Municipality enjoys a number of events involving performing arts, particularly music and theatre, but does not currently have a dedicated space for this activity. The Municipality will examine options to establish a performing arts space in conjunction with the multiplex or high school.

KEY PERFORMANCE INDICATORS

- Implementation of the recommendations in the ten year Recreation and Parks Master Plan
- Number of people using recreation centres
- Registration numbers for organized sports, recreation, and arts activities
- Participant hours for recreation programs: total participant hours for recreation programs per 1,000 persons
- Kilometres of trails per 1,000 persons
- Cost of recreation opportunities
- Square metres of indoor recreation facilities (municipal) per 1,000 persons
- Installation of permanent cultural displays in the community
- Reflection of cultural sites, areas in Land Use Plan

THEME 11: SMALL TOWN CHARACTER

WHERE WE ARE NOW

The Municipality is a strong community that supports local causes, events, and residents in need. Volunteerism has been a key ingredient to many local initiatives, and residents noted that new individuals will be needed to support community development efforts associated with this Plan. Residents value their ability to influence community direction and make change. They believe this is possible due to the relatively small size of the community, level of familiarity amongst local residents, and access to local politicians and public administration.

People appreciate the friendly nature of the community, knowing their neighbours and recognizing other residents while they are out in the community. The high level of familiarity among residents was noted to provide many people with a sense of security. Residents take comfort in this level of familiarity and the Municipality is felt to be a safe community in which to raise a family. There is some concern that community development and growth may compromise safety and security.



While operating as one municipality, residents continue to value the character of the five individual communities. Despite limited services and employment opportunities, people are maintaining residences outside of Balmertown and Red Lake. Within individual communities, people appreciate that everything is in close proximity and that there is free and easy parking.

A key ingredient of small town character in the Municipality is the high quality of life, including access to the outdoors, strong schools, open spaces, pristine environment, safety, and a pace that supports family life.

WHERE WE WANT TO BE

The Municipality of Red Lake will be recognized as one of the 'coolest' small towns for families to live. Our time will continue to be spent on activities that support quality of life, not on commuting. Our friendly neighbourhoods will continue to provide safe places for children and connect us across all generations.

HOW WE PLAN TO GET THERE

WHAT WE'RE ALREADY DOING

1. Develop a cultural plan

The development of a cultural plan will enable the municipality to identify its unique characteristics towards economic prosperity and an improved quality of life by promoting community, improving residents' sense of belonging and attachment, building community identity and pride, building social networks, increasing tolerance of others, and increasing the attractiveness of the area.

STRATEGIES FOR THE NEXT FIVE YEARS

2. Incorporate friendly, accessible neighbourhoods in a Land Use Plan

Land use planning in the Municipality will incorporate designs include mixed use developments, support safety and promote a sense of community to ensure that community growth does not come at the expense of the small town character valued by residents.

3. Support connections in the community

Interaction and familiarity amongst residents contributes to the strength of the Municipality. Development will include public spaces, methods, and activities that provide opportunities for members to connect and engage with each other. The Municipality will work with community organizations to seek ways to encourage volunteers, and facilitate relationships within the community.

KEY PERFORMANCE INDICATORS

- Volunteerism
- Community events



IMPLEMENTATION: TRANSLATING THE PLAN INTO ACTION

INTEGRATING THE SUSTAINABILITY COMMUNITY PLAN INTO THE DAY TO DAY FUNCTIONING OF THE MUNICIPALITY

The Sustainable Community Plan provides the overall framework and long term direction that provides guidance to strategies with a specific focus.

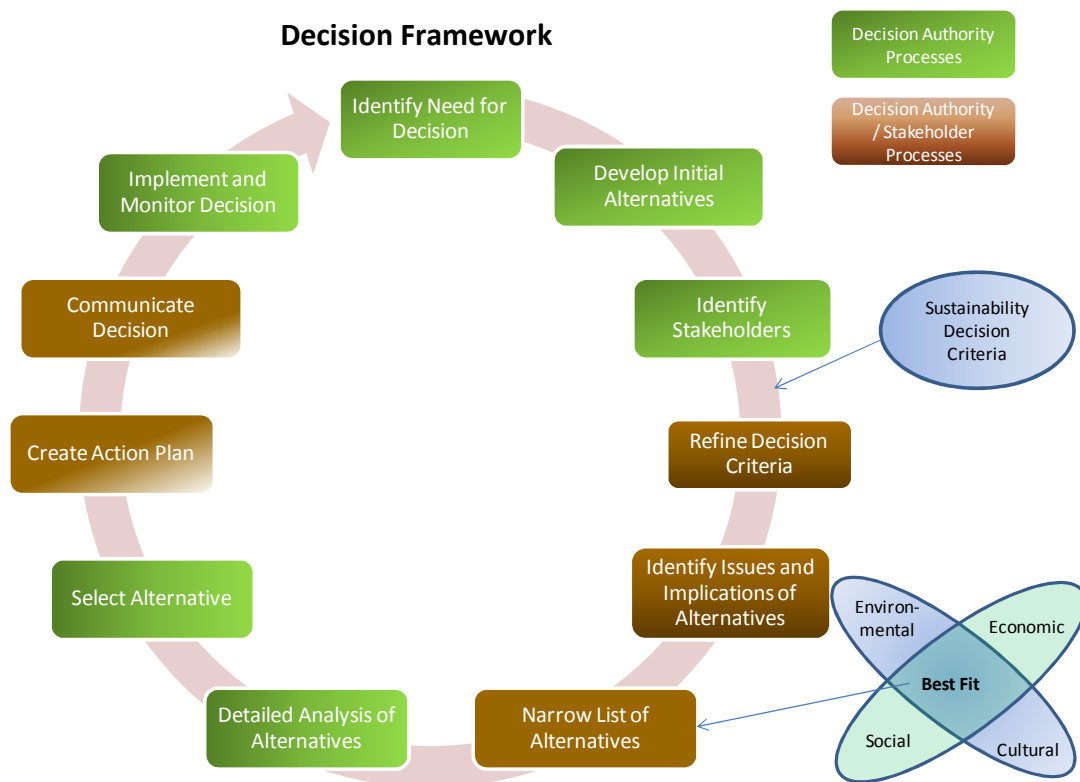


The Sustainable Community Plan includes goals and objectives that relate to every area of municipal operations. The Chief Administrative Officer will be responsible for ensuring these objectives are incorporated into Municipal operational planning activities and reflected in departmental plans. A best practices guide for day to day activities that support sustainability is being prepared as a companion to this Plan to provide further guidance and support implementation.

DECISION FRAMEWORK

The decision framework shown below will further embed sustainability into decision-making on significant policy decisions. It includes the following features:

- Identification and involvement of stakeholders into the decision-making process.
- A standard set of decision criteria that provide a starting point for analysis, including fit with strategic priorities, cost, benefit, risk.
- Processes to refine the decision criteria, identify issues and implications of alternatives, and narrow the set of alternatives in consultation with stakeholders. Stakeholders and templates ensure consideration of environmental, economic, social and cultural issues and implications.
- Maintains clear accountability with the Municipality for full analysis and decision-making.



An example of public decision making that has incorporated stakeholder input is development of the Waste Management Strategy. The Municipality identified that the existing landfill site was nearing capacity. A consulting engineering firm was hired to identify possible solutions and offer recommendations. The outcome of the study is the Waste Management Strategy that was presented to the public by a draft by-law for comment at several community events and advertised through local media. Public information sessions were also held to engage both residential and commercial stakeholders. Input received through this process was reviewed at three Council meetings, generating four revisions of the by-law before it was passed.

GOVERNANCE AND OVERSIGHT

The Sustainable Community Plan is approved by Mayor and Council, who, along with future Mayors and Councils, are accountable to the community for achieving the goals of the Sustainable Community Plan. Accountability to Mayor and Council for Municipal actions to implement the Sustainable Community Plan is through the office of the Chief Administrative Officer. The Chief Administrative Officer will be accountable to present a report to Mayor and Council annually on progress against the Sustainable Community Plan. Mayor and Council will in turn be accountable for presenting this report to the Community.

BUILDING PARTNERSHIPS

Implementation of this plan will require the dedicated effort of the Municipality and many others in the community. The Chief Administrative Officer will work with Mayor and Council to identify, as needed, ad hoc committees of community leaders to support its effective implementation. Committees that are either already active or will be established immediately include the following:

- Planning Advisory Committee
- Infrastructure Development Task Force
- Healthcare Committee
- Housing Committee

The Municipality will actively engage provincial Ministries in planning activities that are impacted by provincial policy or that may be informed by provincial expertise, including on committees where appropriate.

ENSURING CONTINUAL REVIEW AND RENEWAL OF THE SUSTAINABLE COMMUNITY PLAN

The Sustainable Community Plan is approved by a By Law that establishes requirements for an annual report to the community, periodic review and consultation with the community, and a formal process for approving amendments to the Plan through a By Law. Consultation with the community may take many forms, including feedback from committees actively working to implement the strategies contained in the plan.

