



Municipality of Red Lake Sustainable Community Plan PROGRESS REPORT



Progress Report

April 2021

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INTRODUCTION:

The purpose of this Progress Report is to provide an update on the implementation of the various objectives contained within the Sustainable Community Plan adopted by Council in 2011. This report will further provide information required to assist in the development of an updated Sustainable Community Plan.

THEME 1: RESPONSIBLE ENVIRONMENTAL STEWARDSHIP**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.

Action	Status	Comments
Purchased compaction trailer and truck to haul compacted recycling to the receiver in Winnipeg	✓	
Continue to update the Waste Management Guide and educate public	✓	<ul style="list-style-type: none"> • Continue to update the guide as required • Available at the Municipal Office, Transfer Station and on the municipal website
Shared Services Agreement with Ear Falls to accept Red Lake's waste	✓	<ul style="list-style-type: none"> • Term has been extended an additional 7 years
Capping and closure of landfill complete and construction of Transfer Station	✓	
Approval received for Landfill expansion of up to 40,000 cubic meters of non-leachate material to allow for acceptance of construction and demos waste	✓	<ul style="list-style-type: none"> • Development of first cell has started
Development of a Long Term Waste Management Strategy	✓	<ul style="list-style-type: none"> • Discussions of the potential for partnerships with neighbouring First Nations communities • Application for funding through Municipal Modernization Program to complete a third party review of the current practices and make recommendations



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.

Action	Status	Comments
Upgrades to collection and distribution systems (2013)	✓	
Manhole inspections completed to ensure high flows are tracked and corrected (2013)	✓	
Patrols completed to ensure eavestroughing isn't tied in with municipal sewer (2013)	✓	
SCADA replacement in all plants	✓	Note: This does not conserve water. The facilities are designed to supply the demand
VFD replacement in all plants	✓	Note: This does not conserve water. The facilities are designed to supply the demand
Coordinated a strategy to detect and rectify broken water meters and actively monitor failed water meters	✓	<ul style="list-style-type: none">• Ongoing






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.

Action	Status	Comments
Not an active participant in the Partners for Climate Protection program	Not complete	
<p>The Municipality has 4 buildings with geothermal heating and cooling:</p> <ul style="list-style-type: none"> • Airport Terminal Building • Goldcorp Red Lake Regional Medical Centre • Municipal Office • Red Lake Library 		<ul style="list-style-type: none"> • All new facilities will continue to be built with geothermal heating and cooling
<p>11 buildings have been converted over to Natural Gas from heating fuel as follows:</p> <ul style="list-style-type: none"> • Cochenour Fire Hall • Water Treatment Plant(s) • Airport • BRPS • Cochenour Arena • Heritage Centre • Public Works Garage • Balmertown Library • Red Lake Community Centre • Red Lake Fire Hall • Red Lake Pharmacy Building 		<ul style="list-style-type: none"> • Facilities continue to be converted

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.

Action	Status	Comments
<p>We have conducted energy audits on the following facilities:</p> <ul style="list-style-type: none"> • Red Lake Fire Hall (2013) • Balmertown Fire Hall (2013) • Balmertown Library (2013) • Public Works Garage (2013) • Cochenour Fire Hall • Water Treatment Plant(s) • Airport • Heritage Centre (2016) • Administration Building • Red Lake Community Centre (2018) • Red Lake Maintenance Garage (2012) • Municipal Office (2018) 		<ul style="list-style-type: none"> • These audits continue to be completed
<p>The following projects have been completed with LEED construction standards: The following facilities?</p> <ul style="list-style-type: none"> • Airport • Goldcorp Red Lake Regional Medical Centre 		<ul style="list-style-type: none"> • All new construction projects will be completed with LEED construction standards
Conversion of nearly 500 streetlights to LED		<ul style="list-style-type: none"> • Will continue to convert additional street lights and municipal facilities to LED
Council joined the Blue Dot movement (Res. 97-16) declaring that all people have the right to live in a healthy environment and committed to protect the local environment		
Support City of Kitchener in their efforts to have the federal government review regulations related to consumer packaging on single-use wipes to remove the word "flushable" (Res. 235-19)		

Transitioned the Blue Box Program to full producer responsibility (Res. 116-20)		
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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.

Action	Status	Comments
Not an active participant in the Partners for Climate Protection Program	Not complete	<ul style="list-style-type: none"> The guidelines within the program are followed in the Conservation and Demand Action Plan
Monitor and document all municipal facility's energy usage and submit this information to the Ministry on an annual basis		<ul style="list-style-type: none"> Continue to monitor and document energy usage
A Conservation and Demand Energy Management Plan (2018-2022) has been completed which outlines strategies and targets to reduce greenhouse gas emissions. All technical measures within the plan have targeted dates for completion		<ul style="list-style-type: none"> This document continues to be updated
An Energy Consumption and Greenhouse Gas Emissions Report is completed annually		<ul style="list-style-type: none"> This report will continue to be completed annually
Council has committed to pursue electric vehicle plug-ins (Strategic Plan)		<ul style="list-style-type: none"> Funding opportunities are being explored. Specifically, through the Zero Emission Vehicle Infrastructure Program
Council has committed to pursue solar power at the pavilion (Strategic Plan)		<ul style="list-style-type: none"> Ongoing Funding opportunities are being explored



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.

Action	Status	Comments
The CAO and Mayor engage regularly with local industry and Indigenous neighbours		<ul style="list-style-type: none"> • Ongoing
The Parks & Recreation Advisory Committee has been renamed to the Environment, Parks & Recreation Committee which has an updated mandate to include environmental sustainability		<ul style="list-style-type: none"> • Tasked at ensuring sustainability of the environment
A Truth and Reconciliation Committee has been established and the Terms of Reference have been finalized		<ul style="list-style-type: none"> • Tasked at making recommendations to Council regarding Municipal responses to the Truth and Reconciliation Commission of Canada Calls to Action

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.

Action	Status	Comments
The Official Plan approved in 2015 sets out landscape and forest restoration and preservation guidelines for all development within the Municipality		<ul style="list-style-type: none"> • The Official Plan is to be reviewed in 2021
The Municipal Tree Canopy and Natural Vegetation Policy sets out the manner in which the Municipality will protect and enhance the tree canopy and natural vegetation in the Municipality		<ul style="list-style-type: none"> • Ongoing

Council has adopted a Memorial Tree Program for trees planted at Phillip Thomas Vinet Centennial Park and Rahill Beach		• Ongoing
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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.

Action	Status	Comments
A formal strategy has not been developed	Not complete	
Public education is ongoing in all communications related to environmental stewardship which includes waste management and recycling programs		• Ongoing
Working with the High School to develop a composting program		• Ongoing
Supported Golden Learning Centre to ensure the Municipality is a Gold Dot municipality		
The Zoning By-Law supports local food production		• Ongoing

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).

Action	Status	Comments
A formal strategy has not been developed	Not complete	
The Municipality has developed Community Gardens in Red Lake, Cochenour and Balmertown		• Ongoing

A weekly Farmer's Market sets up in the summer months. The Municipality offers a sheltered space (Pavilion) for this purpose		• Ongoing
The Municipality is working with Red Lake District High School to develop community composters		• Ongoing
Support the Red Lake Indian Friendship Centre's Local Food Initiatives for individuals who experience food insecurities		• Ongoing



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.

Action	Status	Comments
This has not been developed	Not complete	



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.

Action	Status	Comments
A Local Action Plan (LAP) has not been developed	Not complete	
We continue to monitor and document all municipal facility's energy usage and submit this information to the Ministry on an annual basis		• Ongoing
A Conservation and Demand Energy Management Plan (2018-2022) has been completed which outlines strategies and targets to reduce greenhouse gas emissions. All technical measures within the plan have targeted dates for completion		• This document continues to be updated


THEME 2: GREEN ENERGY COMMUNITY**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.

Action	Status	Comments
Converted nearly 500 streetlights to LED		<ul style="list-style-type: none"> Continue to convert street lights to LED
Municipal facilities are to be converted as required		<ul style="list-style-type: none"> Ongoing


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.

Action	Status	Comments
The Mayor and CAO continue advocate with NOMA and industry partners		<ul style="list-style-type: none"> Ongoing

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.

Action	Status	Comments
The Official Plan approved in 2015 sets out Natural Environmental and Sustainable Development principles for all development within the Municipality		<ul style="list-style-type: none"> The Official Plan is to be reviewed in 2021

A Trails Engineering Study was completed in 2016		<ul style="list-style-type: none"> • Continue to implement the plan and explore funding opportunities
Application made for funding through the ICIP COVID-19 Resiliency Stream to partially fund an accessible trail between the High School and Hughes Crescent		<ul style="list-style-type: none"> • Ongoing
New sidewalks constructed in Red Lake		<ul style="list-style-type: none"> • Ongoing




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.

Action	Status	Comments
All new infrastructure designs are aimed at shrinking energy consumption, greenhouse gas emissions and water conservation		<ul style="list-style-type: none"> • Ongoing
Electric plug-in's for vehicle charging stations are being reviewed		<ul style="list-style-type: none"> • Ongoing • Funding application will be submitted for the Zero Emission Vehicle Infrastructure Program
Funding for green infrastructure is being sought (ie. Solar on Pavilion)		<ul style="list-style-type: none"> • Ongoing
The Community Improvement Plan (CIP) offers incentives for converting energy to solar or geothermal		<ul style="list-style-type: none"> • Ongoing


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.

Action	Status	Comments
The Municipality continues to encourage alternative renewable sources of energy		<ul style="list-style-type: none"> • Ongoing
Municipal facilities with geothermal systems include: <ul style="list-style-type: none"> • Airport Terminal Building • Goldcorp Red Lake Regional Medical Centre • Municipal Office • Red Lake Library 		<ul style="list-style-type: none"> • All new municipal facilities will be constructed with consideration for alternative renewable sources of energy
The Goldcorp Red Lake Regional Medical Centre has the capacity of adding solar panels		<ul style="list-style-type: none"> • Ongoing



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.

Action	Status	Comments
No formal plan has been developed	Not complete	
An Energy Consumption and Greenhouse Gas Emissions Reporting is completed annually as required by the province		<ul style="list-style-type: none"> • Ongoing



THEME 3: WELL DESIGNED, FORWARD LOOKING LAND USE PLAN**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.

Action	Status	Comments
Council has adopted a Site Plan Control By-Law designating all zones within the Municipality of Red Lake as site plan control areas. Review of the Site Plan Control By-Law is completed when considering all applications for development. This allows for improvement in the efficiency of land use and servicing and encourages a more attractive form of development		<ul style="list-style-type: none"> • Ongoing
Council has delegated authority to the Planner to approve minor site plan agreements and minor changes to site plan agreements		<ul style="list-style-type: none"> • Ongoing



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'.

Action	Status	Comments
Comprehensive Review/Vacant Land Growth Study was completed in 2011		<ul style="list-style-type: none"> • Continue to reference this study
The Planning Advisory Committee is tasked at researching developable lands within the Municipality		<ul style="list-style-type: none"> • Ongoing


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.

Action	Status	Comments
The Official Plan was updated in 2015		<ul style="list-style-type: none"> The Official Plan is to be reviewed in 2021.
Received authority by MMAH to complete our own Official Plan and Zoning By-Law Amendments		

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.








Action	Status	Comments
The Official Plan was updated in 2015 and identifies the long term ambitions for each townsite including the location of residential, industrial, commercial and institutional uses. The Official Plan also outlines expansion opportunities and restrictions for each townsite		<ul style="list-style-type: none"> The Official Plan is to be reviewed in 2021.



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).

Action	Status	Comments
A Land Use Plan has not been completed	Not complete	
A long-term development plan has not been completed		<ul style="list-style-type: none"> • A Comprehensive Review (Vacant Land-Growth Study) was complete in 2011 • This study does not quantify the costs
Work is being completed to re-invigorate the water front. The following have been completed: <ul style="list-style-type: none"> • Norseman Park rehabilitation • Government docks upgrades 		<ul style="list-style-type: none"> • Ongoing
The Official Plan and Zoning By-Law address items listed		<ul style="list-style-type: none"> • The Official Plan is to be reviewed in 2021
Council has adopted a Site Plan Control By-Law designating all zones within the Municipality of Red Lake as site plan control areas. Review of the Site Plan Control By-Law is completed when considering all applications for development. This allows for improvement in the efficiency of land use and servicing and encourages a more attractive form of development		
The Community Improvement Plan allows for financial incentives for improvements to properties within the defined area		
Collaborated with the Red Lake Anishinaabe Pow Wow Circle for the construction of a pow wow harbour at Keesic Beach.		<ul style="list-style-type: none"> • Will continue to work collaboratively to improve this culturally significant space
Working on a vacant building strategy		<ul style="list-style-type: none"> • Ongoing



Shared Futures Agreement with Pikangikum First Nation which outlines each party's commitment to the sustainability of the region and each respective community		• Ongoing
Building Bridges Agreement with Pikangikum First Nation which demonstrates each party's commitment to the development of all-weather road access between communities		• Ongoing

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, MNM&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.

Action	Status	Comments
Partnered with Goldcorp to develop Goldcorp subdivision		
Partnered with Ontario Aboriginal Housing for the Aboriginal Housing development		
Partnered with KDSB to develop Transitional Housing Units		
Windy Point Development		
McManus Subdivision		
Sandy Bay Road Development		
Partnered with KDSB to ensure the future availability of Seniors Assisted Living and Market Value Senior Housing at Norseman Inn location		• Ongoing
The Planning Advisory Committee is tasked at compiling a list of developable lands		• Ongoing

Staff continue to have discussions with Ontario ministries to acquire Crown Land for expanding footprint/development opportunities		• Ongoing
Lobbying for resource revenue sharing with mining industry		• Ongoing




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.

Action	Status	Comments
The Mayor is a member of Kenora District Municipal Association (KDMA)		• Ongoing
The Mayor and CAO are members of the Northwestern Ontario Municipal Association (NOMA)		• Ongoing
The Mayor and CAO participate in ongoing conversations with our First Nations neighbours		• Ongoing
The CAO meets regularly with CAO's across the region		• Ongoing
The Community Development & Communications Manager meets regularly with the Regional Economic Development Organization (REDO) Group		• Ongoing


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.

Action	Status	Comments
The Official Plan and Zoning By-Law outline all land use policies including environmental policies		• The Official Plan is to be reviewed in 2021
All new land use proposals are reviewed to ensure consistency with the Provincial Policy Statement (PPS)		
All relevant Ministries are consulted with respect to all planning applications		


THEME 4: EXEMPLARY INFRASTRUCTURE QUALITY AND CAPACITY**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.

Action	Status	Comments
The Mayor and CAO continue to advocate with NOMA and industry partners		<ul style="list-style-type: none">• Ongoing


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.

Action	Status	Comments
Natural gas pipeline has been extended to the Municipality		<ul style="list-style-type: none">• There are still a number of neighbourhoods within the municipality who do not have access to Natural Gas

3. Airport construction.

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

Action	Status	Comments
Airport terminal and parking area construction is complete		

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.

Action	Status	Comments
Master Fire Plan has not been completed	Not complete	
Review of Fire Service was completed in 2013	✓	
Emergency Plan – identifies community risk and a plan to respond to risks	✓	

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.

Action	Status	Comments
Funding opportunities for all projects are researched and carried out	✓	• Ongoing
Staff are in regular conversations with industry with regards to projects of mutual interest	✓	• Ongoing

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.

Action	Status	Comments
A Land Use Plan has not been completed	Not complete	

The Official Plan sets out land use guidelines to ensure efficient infrastructure design for all development		<ul style="list-style-type: none"> The Official Plan is to be reviewed in 2021
Alternative Infrastructure Study was completed in 2012		<ul style="list-style-type: none"> Continue to reference this study for all new developments
Streetscan – provides real-time data regarding status of road infrastructure used to plan for cost effective replacement		<ul style="list-style-type: none"> Ongoing




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.

Action	Status	Comments
A Land Use Plan has not been completed	Not complete	
The Official Plan sets out land use guidelines to ensure efficient design of accessible multi-modal transportation infrastructure		<ul style="list-style-type: none"> The Official Plan is to be reviewed in 2021
A Trails Engineering Study was complete in 2016		<ul style="list-style-type: none"> Continue to implement the plan and explore funding opportunities
An application for funding has been submitted to the ICIP COVID-19 Resiliency Stream to construct an accessible trail between the High School and Hughes Crescent (a portion of the 1 st phase of trails network)		<ul style="list-style-type: none"> Ongoing


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.

Action	Status	Comments
Funding opportunities and partnerships continue to be explored		• Ongoing
The following municipal facilities offer free wi-fi: <ul style="list-style-type: none"> • Phillip Thomas Vinet Centennial Park • Government Docks • Cochenour Arena/Hall • Red Lake Community Centre • Municipal Office Plans to install in 2021 at the following locations: <ul style="list-style-type: none"> • Rahill Beach • Laverty Park • Norseman Park 		• Ongoing Note: Internet connection is required where security cameras exist
Broadband connectivity is an objective within the Community Safety and Well Being Plan		• Ongoing




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.

Action	Status	Comments
A formal transportation needs study has not been completed	Not complete	
A public transportation strategy is an objective within the Strategic Plan		• Ongoing


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.

Action	Status	Comments
A Land Use Plan has not been completed	Not complete	
Funding has been secured to expand/upgrade airport runway, taxiways and apron		• Ongoing
ODAL upgrades have been completed		
An area for expanded airport space is being explored		• Ongoing

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.

Action	Status	Comments
Road west has not been explored	Not complete	
The Municipality supports an all-weather road north. The CAO and Mayor are members of the Road South Committee with other key organizations and stakeholders. Building Bridges Agreement with Pikangikum First Nation has been signed.		• Ongoing

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.

Action	Status	Comments
A rural public transportation system has not been completed	Not complete	

THEME 5: BALANCED AND DIVERSIFIED ECONOMY**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.

Action	Status	Comments
Nungesser Road Industrial Park complete	✓	
Highway Commercial properties available for sale (both a developed lot and undeveloped lot)	✓	• Ongoing
The Planning Advisory Committee is tasked at researching developable lands within the municipality	✓	• Ongoing

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.

Action	Status	Comments
A formal Comprehensive Economic Development Strategy has not been completed	Not complete	
The Community Development & Communications Manager is a Board Member on the Chukuni Community Development Corporation (CCDC) Board and works with the Board to promote, attract and support local businesses	✓	• Ongoing
Staff regularly connect with local businesses	✓	• Ongoing
Community Improvement Plan (CIP) has been implemented	✓	• Ongoing

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.

Action	Status	Comments
Collaborated with Highway 105 Tourism and Marketing Committee to develop a Strategic Plan 2020-2023	✓	
The municipality contributes financially to Highway 105 Tourism and Marketing Committee's annual advertising campaign	✓	• Ongoing
MAT tax is being split with Highway 105 Tourism and Marketing Board	✓	• Ongoing
Staff are involved in the Manitoba/Northwestern Ontario Touring Route	✓	• Ongoing
Collaborated with the Township of Ear Falls and CCDC to develop a Regional Tourism Sector and Marketing Strategic Plan which will encompass all of Highway 105	✓	• Ongoing
Staff participate in the Highway 105 Marketing Board	✓	• Ongoing

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.

Action	Status	Comments
Staff participate in Evolution's Community Stakeholder Exchange Group	✓	• Ongoing
Staff meet regularly with Evolution and other industry partners	✓	• Ongoing
The Mayor and CAO participate in delegations with Ministers while attending various conferences	✓	• Ongoing
The Mayor and CAO meet regularly with MP Greg Rickford, MP Eric Melillo and MPP Sol Mamakwa	✓	• Ongoing

The Mayor and CAO have regular discussions with Chiefs of Pikinagikum First Nation, Lac Seul First Nation, Sandy Lake First Nation and Wabauskang First Nation		<ul style="list-style-type: none"> • Ongoing
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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.

Action	Status	Comments
New Airport Terminal Building (2011)		
Natural Gas (2012)		<ul style="list-style-type: none"> • There are still a number of neighbourhoods within the municipality who do not have access to Natural Gas
Goldcorp Regional Medical Centre (2015)		
Partnership with Red Lake Pharmacy to allow for renovations to previous Clinic space (2014)		
Phillip Thomas Vinet Centennial Park <ul style="list-style-type: none"> • Splash Pad (2017) • New playground equipment (2017) • Pavilion (2019) 		
Waterfront Road and Goldshore Road improvements		
Highway Commercial Developments <ul style="list-style-type: none"> • Tim Horton's (2011) • Super 8 (2012) 		
Highway Commercial Developed Vacant Lot		<ul style="list-style-type: none"> • Continue to advertise both the developed and undeveloped lot. • Pursuing the development of the undeveloped lot
Street Paving <ul style="list-style-type: none"> • Hasaga Rd • Lavery Rd • Edwards St • Pugsley St • Crosscut (portion) 		<ul style="list-style-type: none"> • Ongoing • Improvements made pursuant to the Asset Management Plan

<ul style="list-style-type: none"> • Blende (portion) • Westerlund St • McKee St • Berry St • Murdock St • Howey Bay Rd (portion) • Goldshore Rd (portion - hill beside Library) • Waterfront Rd (portion) • Crosscut St (portion) <p>Paving projects with upgraded water & sewer infrastructure:</p> <ul style="list-style-type: none"> • Lassie Rd (portion) • Fifth St • Dickenson Rd • 4th St (portion) • Lakeview Cres. • Hammell Rd (portion) 		
Airport runway, taxiway and apron extension and upgrades	✓	• Ongoing
Airport ODAL upgrades (2017)	✓	
Bridge Improvements <ul style="list-style-type: none"> • Howey Bay Rd (2017) • Forestry Rd (2017) 	✓	
Waterfront Development - Government docks (2016)	✓	
Government docks – sidewalk and decking improvements (2017)	✓	
Collaborated with MTO for Highway 618 rehabilitation, including new sidewalks (2017)	✓	
Fire hydrant upgrades	✓	
<p>Paving projects including curbing and new storm drainage:</p> <ul style="list-style-type: none"> • Hammell Rd (portion) • Discovery Rd (portion) • Pine Cr • Opichi Rd • Kenora Rd 	✓	<ul style="list-style-type: none"> • To be completed in 2021 • Funding secured from ICIP Rural and Northern Stream • Continue to upgrade roads as per Asset Management Plan



<ul style="list-style-type: none"> • Drift St • Syenite St • Calcite St • Crosscut St (portion) • Hughes Cres. • Sullivan St • Patricia Sq • Patricia Dr • Poplar Cres • Keewatin Rd • Goldshore Rd • Quartz St • Parking lot at entrance of Phillip Thomas Vinet Centennial Park 		
<p>Sidewalks on the following streets:</p> <ul style="list-style-type: none"> • North side of Howey St from CIBC to McDougall St • Highway 105 from back entrance of High School to Howey St • Howey St from Highway 105 to Hydro station • Howey St from Hydro station to Starrat St • Goldshore from Howey St to McDougall St. • Hammell Rd from Sullivan St to Hasaga St • Sidewalks along baseball diamond • Hughes Cres. 	✓	<ul style="list-style-type: none"> • Ongoing
<p>Sidewalks on the following streets:</p> <ul style="list-style-type: none"> • Hammell Rd • Patricia Sq • Patricia Dr • Goldshore Rd 	✓	<ul style="list-style-type: none"> • Funding secured from ICIP Rural and Northern Stream • To be completed in 2021
<p>Tender ready engineered drawings for streets in Balmertown and Cochenour</p>	✓	<ul style="list-style-type: none"> • Ready for construction
<p>Infrastructure investigation for Lift Station #1, Conceptual Design for Red Lake Water Treatment Plant Primary Disinfection Optimization and Design for Water Tower Liner Improvements</p>	✓	<ul style="list-style-type: none"> • Ready for construction

Engineered redesign of Lift Station #1 Forcemain	✓	<ul style="list-style-type: none"> • Ready for construction
WSER Feasibility Study and Class A engineered design for upgrades for the Red Lake Waste Pollution Control Plant	✓	<ul style="list-style-type: none"> • Ready for construction
Rehabilitate baseball diamond back stop and fencing, including new sidewalks and paving	✓	<ul style="list-style-type: none"> • To be completed in 2021
New parking area adjacent to splash pad (2020)	✓	
Upgrades to Red Lake Community Centre parking lot (2020)	✓	
New dugouts at Red Lake baseball field (2017)	✓	
Trails Engineering Study (2016)	✓	<ul style="list-style-type: none"> • Continue to implement the plan and explore funding opportunities
Events Centre Feasibility Study (2017)	✓	
Class A Engineered Drawings for REACH facility (2019)	✓	<ul style="list-style-type: none"> • Ready for construction
Partnered with Eacom to clear land for REACH facility (2019)	✓	
Sanitary Sewer and Water Treatment upgrades (2017)	✓	
New Playgrounds <ul style="list-style-type: none"> • Kelson Farm (2012) • McKenzie Island (2018) • Kinsmen Beach (2020) • Phillip Thomas Vinet Centennial Park (2016) 	✓	<ul style="list-style-type: none"> • Continue to upgrade as required
Capping and closure of landfill and construction of Transfer Station complete (2017)	✓	
Landfill expansion	✓	<ul style="list-style-type: none"> • Development of first cell has started
Welcome signage – Nungesser Rd	✓	<ul style="list-style-type: none"> • Resting area at the sign location to be explored
Housing developments <ul style="list-style-type: none"> • Kelson's Farm (including water & sewer) • Aboriginal Housing (2020) • New Starts for Women Transitional Housing 	✓	<ul style="list-style-type: none"> • Continue to seek partnerships for housing developments

Parking lot developed downtown Howey Street		
Updated Asset Management Plan		<ul style="list-style-type: none">• To be completed in 2021

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.

Action	Status	Comments
Collaborated with Highway 105 Tourism and Marketing Committee to develop a Strategic Plan 2020-2023		<ul style="list-style-type: none">• Ongoing
Collaborated with the Township of Ear Falls and CCDC to develop a Regional Tourism Sector and Marketing Strategic Plan which will encompass all of Highway 105		<ul style="list-style-type: none">• Ongoing

THEME 6: ACCESSIBLE HOUSING**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.

Action	Status	Comments
Kelson Farm subdivision complete, including water and sewer services	✓	
Comprehensive Review complete (2011)	✓	• Continue to reference this study
Land located at "Block G" was made available for development of multi-residential housing	✓	
McManus Subdivision	✓	
Windy Point Development	✓	
Sandy Bay Road Development	✓	
The Planning Advisory Committee is tasked at researching developable lands within the Municipality	✓	• Ongoing

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.

Action	Status	Comments
A Land Use Plan has not been completed	Not Complete	
The Official Plan and Zoning By-Law address items listed	✓	<ul style="list-style-type: none"> • The Official Plan is to be reviewed in 2021.
Trails Engineering Study completed in 2016	✓	<ul style="list-style-type: none"> • Continue to implement the plan and explore funding opportunities
Construction of accessible trail from High School to Hughes Crescent (a portion of the first phase of the Trails Study)	✓	<ul style="list-style-type: none"> • Application for funding has been submitted to the ICIP COVID-19 Resiliency Stream

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, MNM&F, MOE) and Federal DFO.
- Negotiate Memorandums of Understanding (MOU's) with private land patent holders clarifying future development intents (e.g., surface exploration planned at this time) while recognizing possible contingencies (e.g., Gold rises to \$5000).
- Work with developers and/or directly acquire properties that become available and which are designed for a change in use or zoning. Re-zone properties to comply with Official Plan as they become available for sale.

Action	Status	Comments
The Planning Advisory Committee is tasked at compiling a list of developable lands	✓	<ul style="list-style-type: none"> • Ongoing
Staff continue to have discussions with Ontario ministries, industry and potential developers	✓	<ul style="list-style-type: none"> • Ongoing

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.

Action	Status	Comments
Partnered with Goldcorp to develop the Goldcorp subdivision	✓	
Partnered with Ontario Aboriginal Housing Services for the Aboriginal Housing development	✓	
Partnered with KDSB to develop Transitional Housing Units	✓	
Partnered with KDSB to ensure the future availability of Seniors Assisted Living and Market Value Senior Housing at Norseman Inn location	✓	• Ongoing
The Zoning By-Law and Official Plan have been amended to allow for public use on properties in multiple zones (allows for flexibility)	✓	• The Official Plan is to be reviewed in 2021.
Staff continue to have discussions with Ontario ministries, industry, community organizations and potential developers	✓	• Ongoing

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.

Action	Status	Comments
A Land Use Plan has not been completed	Not complete	
An Affordable Housing Strategy has not been completed	Not complete	
The Community Improvement Plan (CIP) was adopted in 2017 - offers incentives for affordable housing		<ul style="list-style-type: none"> • Ongoing

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

Action	Status	Comments
Community Health Care Committee		• Ongoing
Municipally owned waterfront lots are set aside as an incentive to attract physicians		• Ongoing
The Hospital and Clinic work collaboratively recruiting health care professionals		• Ongoing


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.

Action	Status	Comments
A Community Safety and Well Being Plan has been completed and a Committee has been established to carry out this plan		• Ongoing
Programmer Position		• Ongoing • Applied for funding through FedNor to hire an Intern
Funding opportunities are being researched to complete an Age Friendly Community Strategic Plan		• Ongoing
Partnered with KDSB to ensure the future availability of Seniors Assisted Living and Market Value Senior Housing at Norseman Inn location		• Ongoing



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.

Action	Status	Comments
Goldcorp Regional Medical Centre (2015)		



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.

Action	Status	Comments
A formal Health Centre Business Case has not been completed	Not complete	
Staff are in regular discussions with the health care sector, particularly through the Road South Committee		• Ongoing
Municipality is a partner in the Acute Crisis Response Committee and Situation Table		• Ongoing





THEME 8: LIFELONG LEARNING**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.

Action	Status	Comments
Confederation College has a campus located in the High School. The College works closely with the High School, organizations and Industry to ensure programming is suited to area needs		• Ongoing
COVID-19 has provided an opportunity for students to complete post-secondary education virtually		• Ongoing


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.

Action	Status	Comments
Confederation College has a campus located in the High School. The College works closely with the High School, organizations and Industry to ensure programming is suited to area needs		• Ongoing
Contact North offers online learning		• Ongoing
Adult Learning Centre offers on-site and online learning		• Ongoing
COVID-19 has provided an opportunity for students to complete post-secondary education virtually		• Ongoing



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.

Action	Status	Comments
An advanced education strategy has not been completed	Not complete	
Confederation College works with the High School, Adult Learning Centre, local organizations and industry to ensure relevant programming		<ul style="list-style-type: none"> • Ongoing








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.

Action	Status	Comments
A Leisure Guide has not been completed	Not complete	<ul style="list-style-type: none"> • A guide be developed as part of the Tourism Marketing Strategic Plan
Municipal Newsletter, website and social media is a source of information for Municipal recreation and community activities		<ul style="list-style-type: none"> • Ongoing
Chukuni Communities Development Corporation (CCDC)'s website has an online calendar outlining all community activities including workshops and courses of interest		<ul style="list-style-type: none"> • Ongoing

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.

Action	Status	Comments
The Red Lake Regional Heritage Centre offers educational opportunities and programming for all ages regarding environment, local heritage, arts, culture – both online and on-site		• Ongoing
The Red Lake Indian Friendship Centre offers educational opportunities and programming regarding environment, local heritage and culture		• Ongoing
The Municipality has established a Truth and Reconciliation Committee with a mandate to provide leadership and informational/educational opportunities		• Ongoing
The Environment, Parks and Recreation Advisory Committee has a mandate to make recommendations to Council regarding local environmental and recreational needs		• Ongoing
A Cultural Plan was completed in 2011		• This plan is to be reviewed and updated – consider combining with a Heritage Plan
Declaration of Mutual Commitment and Friendship – Joint Ongoing commitment between the Municipality of Red Lake, Red Lake Indian Friendship Centre, AMO and Ontario Federation of Indigenous Friendship Centres		• Ongoing
Community Safety and Well Being Plan objective – establish inclusion/anti-racism strategy		• Ongoing


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.

Action	Status	Comments
A Research Centre Feasibility Study has not been completed	Not complete	

THEME 9: CULTURALLY AWARE, RESPECTFUL AND ENGAGED**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.

Action	Status	Comments
A Cultural Plan was completed in 2011		<ul style="list-style-type: none"> This plan is to be reviewed and updated – consider combining with a Heritage Plan


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.

Action	Status	Comments
The Red Lake Regional Heritage Centre offers educational opportunities and programming for all ages regarding environment, local heritage, arts, culture – both online and on-site		<ul style="list-style-type: none"> Ongoing
The Red Lake Indian Friendship Centre offers educational opportunities and programming regarding environment, local heritage and culture		<ul style="list-style-type: none"> Ongoing

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.

Action	Status	Comments
Chukuni Community Development Corporation (CCDC) has started compiling information for a listing of volunteer opportunities		<ul style="list-style-type: none"> This is delayed due to the pandemic (resources are required elsewhere at this time)

The Municipality recognizes its volunteer Committee members with a service award coin and certificate	✓	• Ongoing
The Municipality continues to encourage employees to volunteer and get involved	✓	• Ongoing
Volunteer Appreciation Celebrations – Volunteer Day (Strategic Plan)	✓	• Ongoing
Municipal employees are encouraged to be active volunteers (Canada Day, Christmas Parade, Celebrity Baggers)	✓	• Ongoing
The Municipality supports the Winter Carnival Committee (volunteer committee)	✓	• Ongoing
The Municipality recognizes its volunteer Board and Committee members for years of service	✓	• Ongoing • Presentation of coins and certificates

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.

Action	Status	Comments
A Communication Policy has been developed	✓	
A position of Communications Manager has been created	✓	
Regular information is provided <ul style="list-style-type: none"> • Monthly Newsletter • Website updates • Social Media 	✓	• Ongoing
An emergency alert system has been implemented, which includes optional alerts for Boil Water Advisories, road and facility closures, Ferry service disruptions	✓	• Ongoing
Social media posts are made available on the municipal website for those who do not have social media accounts	✓	• Ongoing
Strategic Plan 2020-2023	✓	• Ongoing

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.

Action	Status	Comments
Reporting has been completed <ul style="list-style-type: none"> Strategic Plan Parks & Recreation Master Plan Sustainability Plan 	✓	<ul style="list-style-type: none"> Ongoing These reports are to be prepared on an annual basis
Council meeting agendas and minutes as well as videos of meetings are available on the municipal website	✓	<ul style="list-style-type: none"> Ongoing
An Accountability and Transparency Policy has been adopted	✓	
Notice By-Law – outlines procedures in which to provide public notice	✓	
Visual Identity Guide created	✓	
Principles of Operation Policy – outlines expectations of both the municipality and its employees	✓	








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.

Action	Status	Comments
Residents and stakeholders are encouraged to express any concerns in writing	✓	<ul style="list-style-type: none"> Ongoing
Request for Delegations to Council are encouraged. Forms are available on the municipal website	✓	<ul style="list-style-type: none"> Ongoing


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.

Action	Status	Comments
Truth and Reconciliation Committee has been established		• Ongoing
Communications with Red Lake Francophone Association are ongoing and the Municipality participates in the annual flag raising ceremony for Franco-Ontarian Day		• Ongoing
Declaration of Mutual Commitment and Friendship – Joint Ongoing commitment between the Municipality of Red Lake, Red Lake Indian Friendship Centre, AMO and Ontario Federation of Indigenous Friendship Centres		• Ongoing
Road South Committee has been established		• Ongoing
Support Red Lake Anishinaape Pow Wow Circle. Participate in opening ceremonies of annual Pow Wow		• Ongoing
Participate in the Two-Spirit LGBTQ Annual Pride event by participating in opening flag raising ceremonies		• Ongoing
Mayor and CAO are in regular communications with neighbouring First Nations		• Ongoing


THEME 10: ABUNDANT AND ACCESSIBLE ARTS AND RECREATION**1. Inform and educate citizens and visitors regarding the Municipality's heritage and artists**

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

Action	Status	Comments
The Red Lake Regional Heritage Centre offers online and on-site exhibits and programming for all ages		<ul style="list-style-type: none">• Ongoing


2. Establish Recreation and Parks Master Plan

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.

Action	Status	Comments
The Parks and Recreation Master Plan is complete		<ul style="list-style-type: none">• This plan is to be updated

3. Construct Skateboard Park

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

Action	Status	Comments
The Skate Park has been constructed		






4. Implement Recreation and Parks Master Plan

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

Action	Status	Comments
The Parks and Recreation Master Plan is continually implemented. Annual Report Cards are completed		<ul style="list-style-type: none"> • Ongoing • This plan is to be updated
Events Centre Feasibility Study has been completed		
Engineered Drawings for REACH facility have been completed		<ul style="list-style-type: none"> • Ready for construction
Digital outdoor signage to display activities and local news is being explored		<ul style="list-style-type: none"> • Ongoing
Asset Management Plan complete (2013 and 2016).		<ul style="list-style-type: none"> • To be updated in 2021


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.

Action	Status	Comments
Red Lake continues to be the gateway to Woodland Caribou Provincial Park		<ul style="list-style-type: none"> • Ongoing
Red Lake is also a gateway to Pimachiowin Aki UNESCO World Heritage Site		<ul style="list-style-type: none"> • Ongoing
The Official Plan sets out future planning for environmental preservation		<ul style="list-style-type: none"> • The Official Plan is to be reviewed in 2021.
Wildlife Signage to be installed at Rahill Beach, Kinsmen Beach and Cochenour Lagoon Bird Watching site		<ul style="list-style-type: none"> • Ongoing

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.

Action	Status	Comments
A Land Use Plan has not been completed	Not complete	
The Official Plan sets out considerations of preservation of heritage and cultural expression		<ul style="list-style-type: none"> • The Official Plan is to be reviewed in 2021 • The Site Plan Control By-Law is to be updated


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.

Action	Status	Comments
Welcome sign on Nungesser Road in both English and Syllabics		<ul style="list-style-type: none"> • Resting area at the sign location to be explored
In collaboration with the local mine, historic mining equipment displays are located at Harry's Corner and entrance to Balmertown		
In collaboration with CCDC working towards updating artistic and cultural Banners throughout the municipality		<ul style="list-style-type: none"> • Ongoing
The Municipality supports the Annual Community Pow Wow. Collaborated with the Red Lake Anishinaabe Pow Wow Circle for the construction of a permanent Pow Wow Arbour at Keesic Beach		<ul style="list-style-type: none"> • Ongoing
Norseman Park displays a genuine Noorduyn Norseman Plane		<ul style="list-style-type: none"> • Ongoing
The Red Lake Regional Heritage Centre provides a venue for cultural displays		<ul style="list-style-type: none"> • Ongoing
The Red Lake Regional Heritage Centre offers cultural and historic merchandise for sale		<ul style="list-style-type: none"> • Ongoing



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.

Action	Status	Comments
Collaborated with Township of Ear Falls and CCDC to develop a Regional Tourism Marketing Plan, which will include arts and cultural tourism amenities		<ul style="list-style-type: none">• Ongoing• As part of this Marketing Plan, Staff are scheduled to attend a workshop to work with area operators, organizations and artists to develop a tourism "experience"


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.

Action	Status	Comments
REACH facility continues to be pursued, which would include a performing arts venue		<ul style="list-style-type: none">• Ongoing
The pavilion has been built, which is a an accessible outdoor option for entertainment		<ul style="list-style-type: none">• Ongoing


THEME 11: SMALL TOWN CHARACTER**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.

Action	Status	Comments
A Cultural Plan was completed in 2011		This plan is to be reviewed and updated (report needs to be completed) – consider combining an updated Plan with a Heritage Plan


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.

Action	Status	Comments
A Land Use Plan has not been completed	Not complete	
The Official Plan and Zoning By-Law outline parameters for community growth and development, including provisions to support safe and accessible linkages to amenities (schools, recreation, commercial cores).		<ul style="list-style-type: none"> The Official Plan is to be reviewed in 2021.

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.

Action	Status	Comments
Phillip Thomas Vinet Centennial Park complete with skate park, accessible walking paths, splash pad, pavilion and updated outdoor rink		<ul style="list-style-type: none"> Updates to baseball diamond commenced in 2020 and are to be complete in 2021

Research options for Leash-Free Dog Park		<ul style="list-style-type: none"> • Collaborating with local industry to secure location
The Municipality continually supports connections by providing financial and in-kind supports to community events and activities		<ul style="list-style-type: none"> • Ongoing
Collaborated with the Red Lake Anishinaape Pow Wow Circle for the construction of a pow wow arbour at Keesic (Kinsmen) Beach		<ul style="list-style-type: none"> • Continue to collaborate to improve this culturally significant space
Collaborated with Cochenour residents to construct a covered picnic area at Cochenour Beach		
Bird watching deck at Cochenour Lagoon owned by a local mining company		