

2024 -2027 Strategic Plan Action Plan

Towards a Responsive Regional Service Hub

Strategy 1 - Prepare for the Road South

Objectives

- 1.1 Develop/enhance partnerships with Indigenous communities and organizations
- 1.2 Establish a mutually beneficial MOU for the Road South
- 1.3 Welcoming of Indigenous peoples
- 1.4 Establish shared service agreements
- 1.5 Stimulate and support connections with the Indigenous business community
- 1.6 Evaluate social and economic impacts of year-round access to northern communities
- 1.7 Continue to research and learn from the experience of other communities
- 1.8 Recognize and acknowledge the rights of Indigenous people
- 1.9 Contribute in development of shared strategy for health and social services

Strategy 2 - Expand Government Investment

Objectives

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

Towards More People, More Investment

Strategy 3 - Stimulate Economic Development

Objectives

- 3.1 Support business organizations
- 3.2 Develop business investment strategy
- 3.3 Increase utilization of Community Improvement Plan

Strategy 4 - Community Revitalization

Objectives

- 4.1 Support and celebrate volunteerism
- 4.2 Expand beautification of outdoor spaces within the Municipality
- 4.3 Stimulate multi-unit seniors' assisted housing initiatives
- 4.4 Support continued development of outdoor recreation cluster
- 4.5 Expand opportunities for active transportation/walkable communities
- 4.6 Facilitate housing development
- 4.7 Increase land inventory

Towards Modern, Efficient Operations & Infrastructure

Strategy 5 - Targeted Investment in Infrastructure

Objectives

- 5.1 Seek opportunities for development of brownfield sites
- 5.2 Continue to identify criteria to prioritize infrastructure projects
- 5.3 Develop long-term waste management facilities
- 5.4 Construct REACH facility or new arena

Strategy 6 - Efficient Client, Centred Services

Objectives

- 6.1 Continue to evaluate options for provision of Municipal services
- 6.2 Ensure efficient, effective Municipal staff, supported by professional development
- 6.3 Continue support of community activities
- 6.4 Evaluate local transportation strategy
- 6.5 Develop long-term plan/strategy for efficient service delivery model
- 6.6 Continue community outreach and multi media communication

Strategy 7 - Expand Municipal Revenue

Objectives

- 7.1 Research and lobby for alternative sources of funding
- 7.2 Evaluate opportunities to increase self-sustainability of Municipal services
- 7.3 Complete occupancy of Highway Commercial
- 7.4 Re-evaluate surplus Municipal property
- 7.5 Expand resource revenue sharing

Strategy 1 - Prepare for the Road South

				Progress			
Objective	Actions	Lead	Completion	2024	2025	2026	2027
1.1.1	Increase dialogue with neighbouring First Nations, and Indigenous organizations to develop strategies to address areas of mutual benefit and concern	Mayor/Council/CAO	Ongoing				
1.1.2	Continue partnership with Pikangikum First Nation on the development of a new landfill site	Mayor/CAO/Recreation & Facilities Supervisor	Ongoing				
1.2.1	In anticipation of the Road South Corridor, develop a partnership agreement (MOU) with the seven First Nation communities for access to essential services	Mayor/Council/CAO	Ongoing				
1.3.1	Develop cultural training plan for Staff, Council, board and committee members with input from Truth and Reconciliation Committee	CAO/HR	2024				
1.3.2	Advocate for improved road conditions on Nungesser Road	Mayor/Council/CAO	Ongoing				
1.4.1	Increase dialogue with neighbouring First Nations, and Indigenous organizations to develop strategies to address areas of mutual benefit and concern	Mayor/Council/CAO	Ongoing				
1.5.1	Initiate discussions with local First Nation communities for the development of partnership opportunities	Mayor/Council/CAO	2024				
1.6.1	Facilitate the restart of the Road South committee to explore future service requirements in Red Lake	Mayor/Council/CAO	2024				

Strategy 1 - Prepare for the Road South Con't							
Objective	Actions	Lead	Completion	Progress			
				2024	2025	2026	2027
1.7.1	Network with regional and similar municipalities on lessons learned towards improving and strengthening relationships with our Indigenous citizens, neighbours, and visitors	Mayor/Council/CAO	Ongoing				
1.8.1	In collaboration with community partners, develop policies, procedures and/or guiding principles that are cognizant of the rights of Indigenous people and the 94 Calls to Action as they pertain to local government	Mayor/Council/Senior Management	Ongoing				
1.9.1	Lobby Provincial and Federal governments for additional health, and social services resources in Red Lake	Mayor/Council	Ongoing				

Strategy 2 - Expand Government Investment							
Objective	Actions	Lead	Completion	Progress			
				2024	2025	2026	2027
2.1.1	Develop a strategy to maximize delegation impact	Mayor/Council/CAO	Ongoing				
2.1.2	Advocate for increased health services within the Municipality (full compliment, more providers, expanded infrastructure - CT scanner)	Mayor/Council	Ongoing				
2.2.1	Continue with delegations at various conferences and contact with members of provincial and federal government as possible	Mayor/Council	Ongoing				
2.2.2	Continue to advocate for an alternative route to the municipality	Mayor/Council/CAO	Ongoing				

Strategy 2 - Expand Government Investment Con't

				Progress			
Objective	Actions	Lead	Completion	2024	2025	2026	2027
2.2.3	Explore federal and provincial funding opportunities for green infrastructure	CAO/Treasurer/Director of Operations/Community Development and Communications Manager	Ongoing				
2.2.4	Support efforts of Regional Indigenous groups in MNRF Fire Base acquisition and the subsequent relocation of the MNRF Fire Base	Mayor/Council/CAO	Ongoing				
2.3.1	Expand outreach with bureaucrats	Mayor/Council/CAO	Ongoing				
2.4.1	Advocate for KDSB owned senior's housing	Mayor/Council	Ongoing				

Strategy 3 - Stimulate Economic Development							
Objective	Actions	Lead	Completion	Progress			
				2024	2025	2026	2027
3.1.1	Work with existing businesses for "community recruitment"	CAO/Community Development and Communications Manager	Ongoing				
3.1.2	Initiate discussions with CCDC on creating a Business Improvement Area (BIA)	CAO/Clerk	2024				
3.1.3	Work with industries to promote local workforce	CAO	Ongoing				
3.2/3.3	Review Community Improvement Plan and restart annual reporting in conjunction with Strategic Plan reporting	CAO	2024				

Strategy 4 - Community Revitalization							
Objective	Actions	Lead	Completion	Progress			
				2024	2025	2026	2027
4.1.1	Develop and implement plan to recognize and celebrate volunteerism	Community Development and Communications Manager	2024				
4.2.1	Revitalization of Norseman Park, and Government Docks	Recreation & Facilities Supervisor	2027				
4.2.2	Remove a minimum of 1 derelict building per year	Senior Management	Ongoing				
4.2.3	Update property standards by-laws	Clerk/By-Law Officer	2024				
4.2.4	Working in partnership with community organizations, develop plan for beautification of downtown	CAO	2026				
4.2.5	Facilitate creation and expansion of community gardens and greenhouses through community engagement	Community Development and Communications Manager	Ongoing				
4.3.1	Facilitate communication with outside developers to build seniors housing	Community Health Care Committee	Ongoing				

Strategy 4 - Community Revitalization Con't

				Progress			
Objective	Actions	Lead	Completion	2024	2025	2026	2027
4.3.2	Advocate for KDSB owned senior's housing	Mayor/Council	Ongoing				
4.3.3	Advocate for increased number of beds in Northwood Lodge	Mayor/Council	Ongoing				
4.3.4	Lobby for permanent seat on Home for the Aged Board	Mayor/Council	Ongoing				
4.4.1	Review existing outdoor recreation spaces to determine priorities for revitalization	Recreation & Facilities Supervisor	2024				
4.4.2	Determine path and develop proposal for enhancement of St. Paul's Bay boat launch area	Recreation & Facilities Supervisor	Ongoing				
4.5.1	Advocate for funding to expand trail system	Mayor/Council	Ongoing				
4.5.2	Become a designated Age Friendly Community	Community Development and Communications Manager	Ongoing				
4.6.1	Determine feasibility of areas for housing, on current Municipal owned land	Infrastructure Development Coordinator/Planning Coordinator	2024				
4.6.2	Advocate for natural gas to unserved areas	Mayor/Council	Ongoing				
4.6.3	Work with local mining companies and residents to create understanding of industry for potential developers	CAO	Ongoing				
4.6.4	Develop incentive program to attract developers	CAO/Treasurer	Ongoing				
4.7.1	Lobby for access to waterfront property and patented mining land for housing development	Mayor/Council	Ongoing				

Strategy 5 - Targeted Investment in Infrastructure							
Objective	Actions	Lead	Completion	Progress			
				2024	2025	2026	2027
5.1.1	Determine feasibility of Mobile Home Park at Balmertown brownfield site	Infrastructure Development Coordinator/Planning Coordinator	2025				
5.2.1	Complete asset management plan	Treasurer/Director of Operations	2025				
5.2.2	Develop long term linear infrastructure strategy (roads, water/wastewater)	Director of Operations/Infrastructure Development Coordinator	Ongoing				
5.2.3	Plan for airport expansion	CAO/Director of Operations/Airport Manager	Ongoing				
5.2.4	Identify sustainability criteria when assessing infrastructure needs	Director of Operations/Infrastructure Development Coordinator	Ongoing				
5.2.5	Develop 5 - 10 year capital plan	Treasurer	2025				
5.3.1	Determine feasibility of using waste to generate heat and energy	Recreation & Facilities Supervisor	2026				
5.3.2	Seek green alternatives to traditional waste management	Recreation & Facilities Supervisor	Ongoing				
5.4.1	Develop alternative to REACH, if Green funding is denied	CAO/Treasurer/Recreation & Facilities Supervisor	2024				

Strategy 6 - Efficient Client, Centred Services

Objective	Actions	Lead	Completion	Progress			
				2024	2025	2026	2027
6.1.1	Expand provision of programming for Seniors	Recreation Programmer	Ongoing				
6.1.2	Continue conversations with neighbouring communities to identify areas for beneficial shared service agreements	CAO	Ongoing				
6.1.3	Explore feasibility of location hub for essential services (EMS, Fire, PW)	Director of Operations/Fire Chief	2027				
6.2.1	Create succession plan for key Municipal positions	Human Resources & Health and Safety Manager	2024				
6.2.2	Develop performance review process to support goal creation and targeted professional development	Human Resources & Health and Safety Manager	2024				
6.3.1	Support and promote community initiatives for the benefit of all ages	Community Development and Communications Manager	Ongoing				
6.4.1	Discuss with other municipalities their experience with Local Transportation	Clerk	2024				
6.5.1	Develop plan for digitization of municipal services and information	Information Technology Manager	Ongoing				
6.5.2	Review staffing level to ensure capacity	Senior Management	Ongoing				
6.5.3	Seek alternatives to existing insurance model	Treasurer	Ongoing				
6.6.1	Maximize use of municipal multi-media platforms to promote timely information to the general public	Community Development and Communications Manager	Ongoing				

Strategy 7 - Expand Municipal Revenue							
Objective	Actions	Lead	Completion	Progress			
				2024	2025	2026	2027
7.1.1	Build business cases for alternative revenue sources	Treasurer	Ongoing				
7.2.1	Identify service areas to implement full user pay funding models	Treasurer	Ongoing				
7.3.1	Prepare commercial lots at Highway Commercial to promote full occupancy	Director of Operations/Infrastructure Development Coordinator	Ongoing				
7.4.1	Issue RFP for real estate services for marketing and sale of municipal property	Clerk	2024				
7.5.1	Advocate for increased NORDS funding based on need, not population	Mayor/Council	Ongoing				