
Municipality of Red Lake

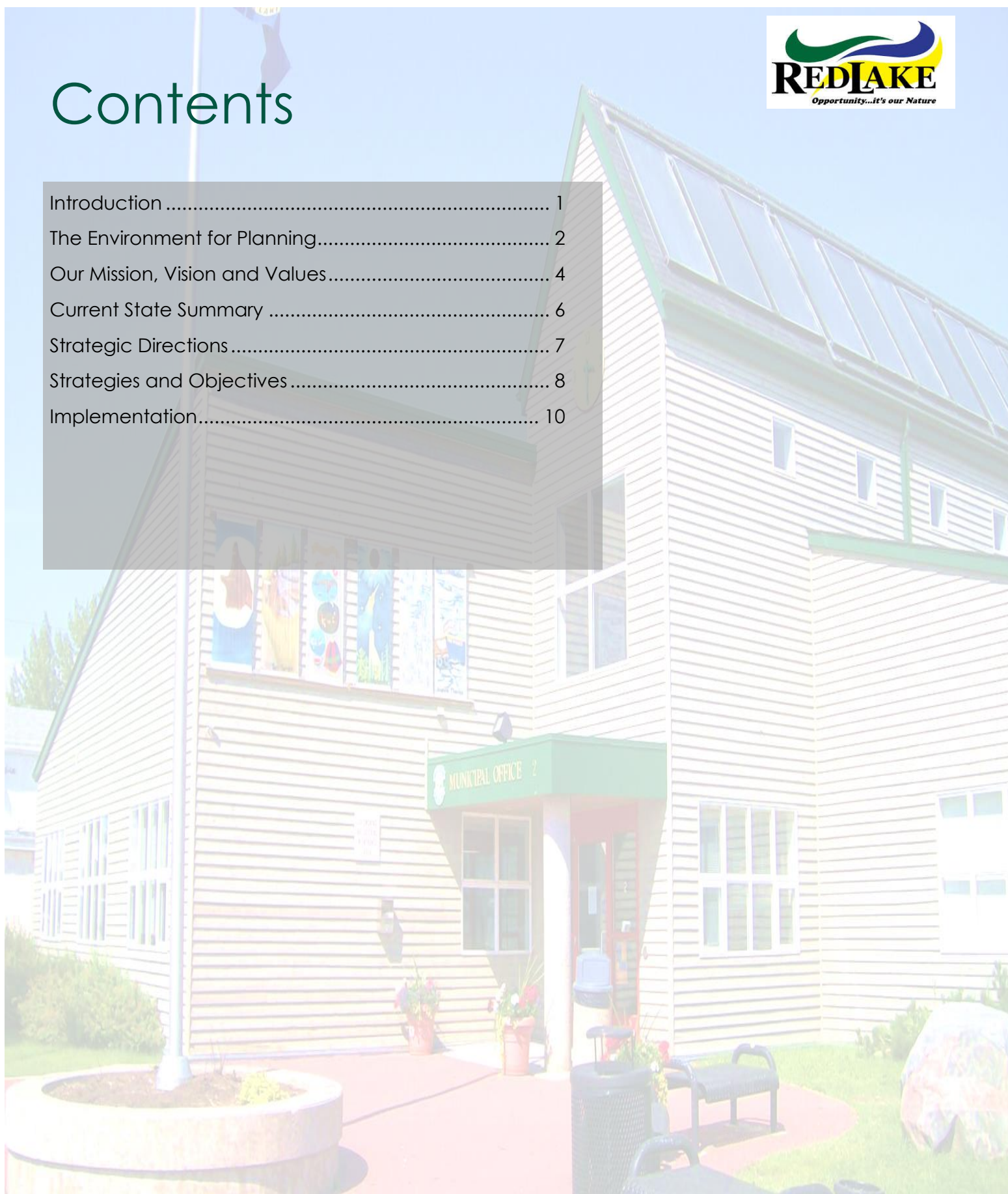
Strategic Plan

2024 – 2027

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Introduction

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

Red Lake is not unique in Canada in the challenges it faces, but it does have several distinguishing elements that require tailored solutions. Council and the Senior Administrative team have worked together to define the vision, goals and strategies for the Corporation of the Municipality of Red Lake. We have collaboratively requested and listened to input from Red Lake citizens, and municipal staff. We have coupled this input with statistical data and worked closely together to develop this inspirational and practical roadmap for the next four years.

This Strategic Plan is intended to be a 'fluid' document that provides clear direction and establishes the foundation for organizational and operational decisions but is also regularly reviewed and enhanced based on internal and external environmental changes.



The Environment for Planning

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

Like many Northwestern Ontario communities, Red Lake is experiencing a declining population (0.3% from 2016 to 2021). The population is somewhat younger than Ontario's as a whole, with a median age of 38. However, like the rest of Canada, Red Lake is faced with the realities of an aging baby boomer population, which include a diminishing workforce, requirements for appropriate housing and transportation options, and additional health and social supports. Retention of the community's youth post high school continues to be a challenge.

The Indigenous population represents 24% of Red Lake's residents and is part of our rich cultural heritage. There is an opportunity for more involvement of Indigenous people in our business community and in preparing Red Lake to be a welcoming regional service hub for northern communities.

Red Lake's population is generally well-educated, with an above-average number of citizens possessing apprenticeship and college qualifications. Post-secondary education is available in the community through the Confederation College extension campus and distance education courses facilitated through Contact North.

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

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

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

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

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

The designation of Woodland Caribou Provincial Park as a World Heritage Site presents opportunities for an expanded tourism industry in Red Lake.

PRIORITIES

This update to the Municipality's Strategic Plan began in April 2023 through discussions with Council and staff to identify priorities and projects over the next four years. Council, staff, and residents of the Municipality of Red Lake expressed their views on the outlined priorities and projects through a survey that was issued in October 2023. Through this engagement, it was identified that the strategic direction from the 2020 – 2023 plan was still very relevant and remain unchanged in this update. The strategies and actions outlined in this plan have been updated to reflect the changing environment the Municipality operates in and progress to-date.

The highest priority identified was improving access to health and social services through advocacy and assisting with the recruitment of doctors, followed closely by increasing the housing supply by expanding serviced land inventory for the construction of all types of housing and attracting developers to our area and stimulating economic development by creating an environment that is appealing to local businesses and supporting economic growth by attracting new industries and/or companies.

The top three projects identified to be advanced include building the R.E.A.C.H facility, creating a new landfill site and implementing a local transportation program. All indicate the desire of Council, staff, and residents for the Municipality to make investments that improve the quality of life for those that live, work, and play in Red Lake.



Our Mission, Vision and Values

MISSION

The Municipality of Red Lake is committed to providing an environment where citizens and business can thrive.

VISION

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

Responsive
Regional
Service Hub

More People,
More
Businesses

Modern,
Efficient
Operations &
Infrastructure

Safe, Vibrant, Inclusive, Sustainable

VALUES AND BELIEFS

At the Municipality of Red Lake . . .

WE VALUE

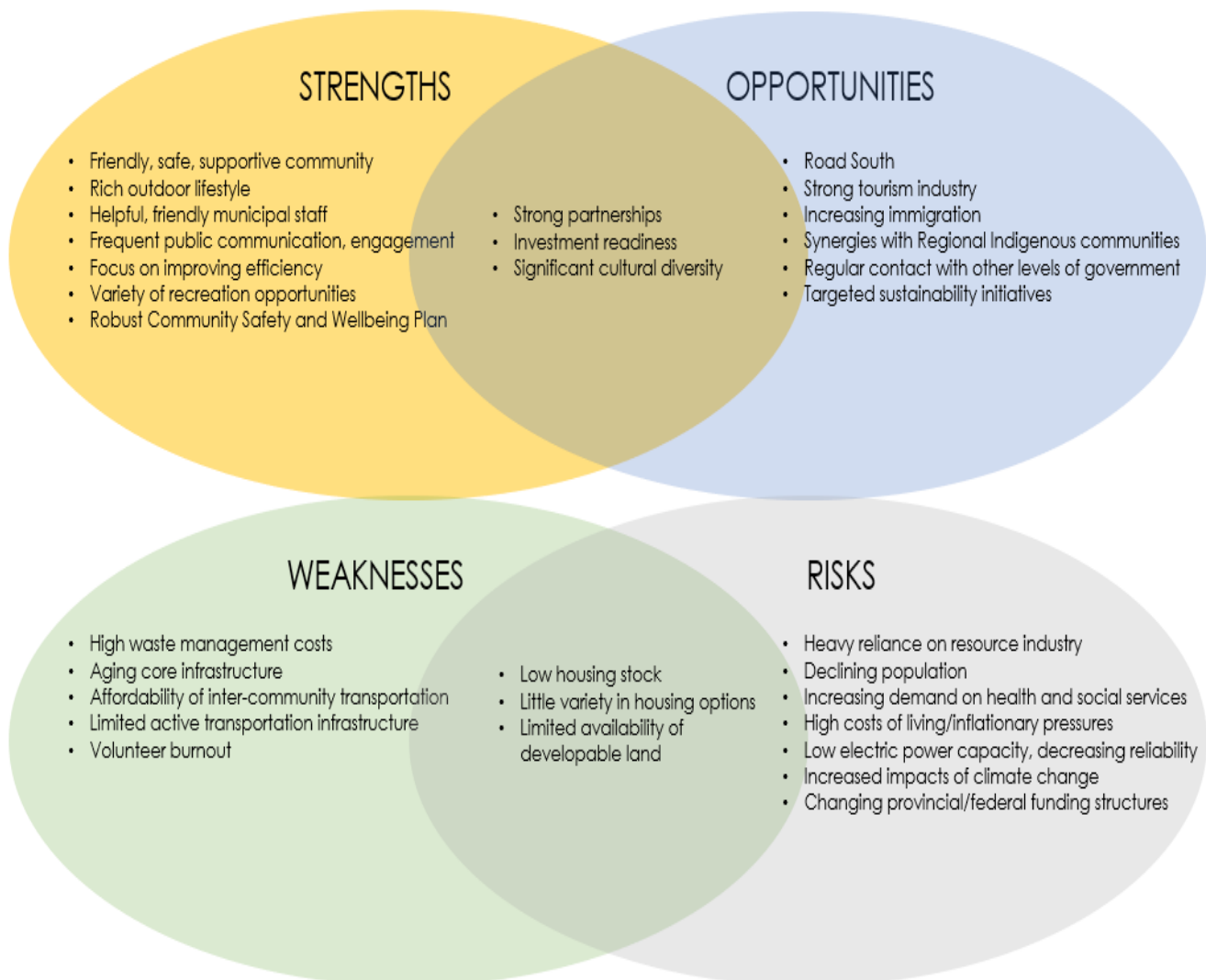
- **Integrity** We will act in an honest, reliable and trustworthy manner in all our interactions with each other and the public. Our stakeholders can expect to be treated with consistency and fairness.
- **Transparency and Accountability** We will openly provide timely and accurate information about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

WE BELIEVE IN

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

Current State Summary

Strengths and Weaknesses are internal to the municipality and provide both a foundation for growth and targeted areas for improvement.



Opportunities and Risks are external to the municipality. While beyond its control, the municipality can recognize and capitalize on opportunities or take action to reduce exposure to risks.

Strategic Directions

Towards a Responsive Regional Service Hub

- Prepare for the Road South
- Expand Government Investment

Towards More People, More Investment

- Stimulate Economic Development
- Community Revitalization

Towards Modern, Efficient Operations & Infrastructure

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

Strategies and Objectives

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

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

Towards a Responsive Regional Service Hub

Strategy 1 - Prepare for the Road South

Objectives

- 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 to 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 multimedia 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

Implementation

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

Progress against this plan will be reviewed annually beginning in 2024 by Council. The annual review should also include reviewing the plan to ensure it remains valid and updating strategies and objectives to support the vision and strategic directions. Progress against this plan will be communicated to the community in an annual "Report to the Community."

