

2024 -2027 Strategic Plan Action Plan

2026 Update

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					
Objective	Actions	Lead	Completion	Progress	Progress
				2024	2025
1.1.1	Increase dialogue with neighboring First Nations, and Indigenous organizations to develop strategies to address areas of mutual benefit and concern	Mayor/Council/CAO	Ongoing	Ongoing	Ongoing
1.1.2	Continue partnership with Pikangikum First Nation on the development of a new landfill site	Mayor/CAO/Recreation & Facilities Supervisor	Ongoing	Discussions are on ongoing, Have agreed to draft RFP for EA and design process. Awaiting ISC funding decision.	Project commenced late 2025 with R.J. Burnside Consultants. Completion of EA late 2026 or early 2027
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	Timing to be determined	Timing to be determined
1.3.1	Develop cultural training plan for Staff, Council, board and committee members with input from Truth and Reconciliation Committee	CAO/HR	2024	Implemented new DEI/Anti-racism policy. Working towards an implementation plan .	Polices remain under development with a goal to complete in Q2 2026. Training has been budgeted for 2026
1.3.2	Advocate for improved road conditions on Nungesser Road	Mayor/Council/CAO	Ongoing	Discussed with Ministers and Senior Ministry Officials	Ongoing discussions with Ministers and Senior Ministry Officials in 2025. Specific discussions with MTO (who manage maintenance activities)
1.4.1	Increase dialogue with neighboring First Nations, and Indigenous organizations to develop strategies to address areas of mutual benefit and concern	Mayor/Council/CAO	Ongoing	Ongoing	Ongoing

1.5.1	Initiate discussions with local First Nation communities for the development of partnership opportunities	Mayor/Council/CAO	2024	On going discussions with Pikangikum First Nation and IFNA regarding landfill site, discussions with area First Nations regarding fire services training	The Landfill project is currently underway (see 1.1.2). The Fire Chief will pursue fire training collaboration discussions in 2026.
1.6.1	Facilitate the restart of the Road South committee to explore future service requirements in Red Lake	Mayor/Council/CAO	2024	Initiated a community capacity study which will include stakeholder engagement with First Nations communities	Community Capacity Study completed 2026. Consideration of recommendations through 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	Regular contact with regional municipalities on a variety of subjects including Indigenous engagement	Regular contact with regional municipalities on a variety of subjects including Indigenous engagement, policy development and housing
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	Implemented new DEI/Anti-racism policy. Working towards an implementation plan. Regular review of Calls to Action and initiatives with the Truth and Reconciliation Committee. Diversity and Inclusion Accord with Joint Community Safety and Well-Being Plan Advisory Committee. Consultation with T&R Committee for redesign of Norseman Park; Issued Letter of Support - National Day for Truth and Reconciliation - Statutory Holiday; Approved Funding Indigenous Welcome Sign - Harry's Corner	Indigenous Welcome Sign has been erected at Harry's Corner; working towards shared history education materials; continue to work towards DEI/Anti-Racism Policy Implementation Plan; Regular review of Calls to Action initiatives with Truth and Reconciliation Committee; Friendship Accords being drafted; Representative of Red Lake Indian Friendship Centre is now an active member on CCDC

1.9.1	Lobby Provincial and Federal governments for additional health, and social services resources in Red Lake	Mayor/Council	Ongoing	Engaged in discussions through Municipal delegations and through KDSB; Petitioned Province as part of Joint Health Resolution Campaign to address Physician Shortages; Supported NOMA by recognizing essential role of Nurse Practitioners in NOMA healthcare services; Supported KDMA; re Provincial Land Tax Revenue Policy change to support Homes for the Aged	Ongoing advocacy
2.1.1	Develop a strategy to maximize delegation impact	Mayor/Council/CAO	Ongoing	Ongoing delegations at both ROMA and AMO in support of Municipal Initiatives	Ongoing requests for delegations in support of Municipal initiatives 2025 ROMA (11 delegations); 2025 AMO (10 delegations) Strong briefing notes developed for each delegation and well as follow-up phone calls and correspondence to Ministry offices
2.1.2	Advocate for increased health services within the Municipality (full complement, more providers, expanded infrastructure - CT scanner)	Mayor/Council	Ongoing	Discussions through Municipal delegations as well as supporting Red Lake Margaret Cochenour Memorial Hospital's efforts for Class "M" designation for CT scanner. Leased Housing for physicians and medical professionals. Petitioned Province as part of Joint Health Resolution Campaign to address Physician Shortages; Supported NOMA by recognizing essential role of Nurse Practitioners in NOMA healthcare services	Ongoing discussions through Municipal delegations as well as supporting Red Lake Margaret Cochenour Memorial Hospital's efforts for Class "M" designation for CT scanner. Continued support of physician and medical professionals housing. Petitioned Province for increased physician compliment.

2.2.1	Continue with delegations at various conferences and contact with members of provincial and federal government as possible	Mayor/Council/CAO	Ongoing	Ongoing	Ongoing
2.2.2	Continue to advocate for an alternative route to the municipality	Mayor/Council/CAO	Ongoing	Discussed at 3 delegations at AMO and 1 at ROMA. 3 separate meetings with Senior Ministry Officials.	Ongoing discussions at AMO and ROMA 2025 as well as separate meetings with Senior Ministry Officials.
2.2.3	Explore federal and provincial funding opportunities for green infrastructure	CAO/Treasurer/Director of Operations/Community Development and Communications Manager	Ongoing	Reapplied to the Green Inclusive Community Building Fund for REACH. Discussions with FCM representatives regarding green funding. Approved for funding from FCM's GMF for Sustainability and Climate Action Plan. RFP to be issued January 2025	No final determination of the GIC Building Fund application in 2025. Sustainability Study work to commence 2026
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	Ongoing	No final decision in 2025 with respect to the relocation of the MNRF Base. Discussions continue at staff level with Infrastructure Ontario in respect to possible locations to support current needs and future expansion
2.3.1	Expand outreach with bureaucrats	Mayor/Council/CAO	Ongoing	Ongoing	Ongoing
2.4.1	Advocate for KDSB owned senior's housing	Mayor/Council	Ongoing	Construction started on Norseman Inn renovation	Woodland Terrace (formerly Norseman Inn) under construction in 2025 by KDSB. It is expected to be open in the spring of 2026

Strategy 3 - Stimulate Economic Development

Objective	Actions	Lead	Completion	Progress	Progress
				2024	2025
3.1.1	Work with existing businesses for "community recruitment"	CAO/Community Development and Communications Manager	Ongoing	Welcome reception for newcomers successful Jan. 2025	Welcome reception for newcomers successful January 2025. Another reception is planned for February 2026
3.1.2	Initiate discussions with CCDC on creating a Business Improvement Area (BIA)	CAO/Clerk	2024	Deferred to 2025. Staff participated in OBIAA seminars to learn more about BIAs	Economic Development Officer hired July 2025. Work on the possibility of developing a BIA will commence in 2026
3.1.3	Work with industries to promote local workforce	CAO	Ongoing	Support Thunder Bay Chamber of Commerce to petition Ministry of Labour to address labour shortages/labour market challenges (Ontario Immigration Nominee Program); Petition for Change to Temporary Foreign Worker Program; (10% cap); Attended CENCAN and PDAC Mining Conferences to promote mining industry/jobs in Red Lake	The municipality has been working with and invited representatives from 'Immigration, Refugees, Citizenship Canada' (IRCC) to meet with local businesses and provide assistance with regard to the programs available. Mayor met with Minister Pachini during delegations at ROMA and AMO to discuss the needs in NW Ontario for foreign workers and how they are an integral part of our Community and workforce. Ongoing advocacy through KDMA and NOMA
3.2/3.3	Review Community Improvement Plan and restart annual reporting in conjunction with Strategic Plan reporting	CAO	2024	No applications in 2024	No applications in 2025

Strategy 4 - Community Revitalization

Objective	Actions	Lead	Completion	Progress	Progress
				2024	2025
4.1.1	Develop and implement plan to recognize and celebrate volunteerism	Community Development and Communications Manager and CAO	2024	Deferred to 2025; Updated Special Occasions Policy to recognize Volunteer Fire Fighters	Deferred to 2026 - collaborate with CCDC
4.2.1	Revitalization of Norseman Park, and Government Docks	Recreation & Facilities Supervisor	2027	Phase 1 of 4 completed	No budget item for the Norseman Park in 2025 - Budgeted for 2026 subject to funding
4.2.2	Remove a minimum of 1 derelict building per year	Clerk / By-law Enforcement Officer	Ongoing	No derelict buildings removed in 2024	No derelict buildings removed in 2025. Three (3) derelict buildings earmarked for demolition in 2026 budget; adoption of standalone Vacant Building By-Law (with options) in progress for 2026
4.2.3	Update property standards by-law	Clerk / By-law Enforcement Officer	2024	Deferred to 2025. Council and Staff participated in Property Standards Training in 2024. By-law Enforcement Officer hired March 2025	This will occur in early 2026 (Q2)
4.2.4	Working in partnership with community organizations, develop plan for beautification of downtown	CAO	2026	Planning Banner program with CCDC and Heritage Centre (100th year Anniversary). Completed Phase 1 redesign of Norseman Park	Successful banner program with CCDC and Heritage Centre (in celebration of the 100th year Anniversary).
4.2.5	Facilitate creation and expansion of community gardens and greenhouses through community engagement	Community Development and Communications Manager	Ongoing	Greenhouse ordered, Building Permit issued, to be installed 2025. Approved Community Garden in Madsen	Greenhouse constructed near the end for the summer with water tank now available for watering. MOU with the high school re-signed in 2025, in anticipation of 2026 programming
4.3.1	Facilitate communication with outside developers to build seniors housing	Community Health Care Committee	Ongoing	Ongoing discussions with senior's housing developers. Developer attended Age Friendly meeting	Ongoing discussions with senior's housing developers. Developer attended Age Friendly meeting

4.3.2	Advocate for KDSB owned senior's housing	Mayor/Council	Ongoing	Construction started on Norseman Inn renovation	Woodland Terrace (formerly Norseman Inn) under construction in 2025 by KDSB. It is expected to be open spring 2026
4.3.3	Advocate for increased number of beds in Northwood Lodge	Mayor/Council	Ongoing	Per discussion with CEO of Home for the Aged, currently no space to expand or staff to support additional beds	No further updates for 2025
4.3.4	Lobby for permanent seat on Home for the Aged Board	Mayor/Council	Ongoing	Ongoing	Ongoing: Note - every two years the Board seat is shared with Ear Falls and Red Lake.
4.4.1	Review existing outdoor recreation spaces to determine priorities for revitalization	Recreation & Facilities Supervisor	2024	To be included in asset management plan	The only non-compliant play structure (prior to CSA standards effective 1990) remaining is Rahill beach, proposed for replacement in the 2026 budget. A municipal wide outdoor spaces review and report will follow in the fall of 2026.
4.4.2	Determine path and develop proposal for enhancement of St. Paul's Bay boat launch area	Recreation & Facilities Supervisor	Ongoing	Deferred to 2025/2026 Boat launch repair planned for 2025	Deferred to 2027
4.5.1	Advocate for funding to expand trail system	Mayor/Council	Ongoing	Ongoing	Staff continue to seek grant application opportunities - 2026/2027
4.5.2	Become a designated Age Friendly Community	Community Development and Communications Manager	Ongoing	Recognized as Age-Friendly Community through Ontario's Age-Friendly Communities Outreach Program through the Ministry for Seniors and Accessibility. Signed MOU - Grand Pals Centre for Studies in Aging & Health - Grand Pals Program. Accepted Age Friendly Strategic and Action Plan	Actively recruiting Grand Pals - Program to proceed in 2026 with GLC; Successful in securing 2025-26 operating funding for Age-Friendly program through Seniors Active Living Centre's; Secured funding to host a Senior Active Living Fair

4.6.1	Determine feasibility of areas for housing, on current Municipal owned land	Infrastructure Development Coordinator/CAO	2024	Engaged Intergroup, JR Cousins and Scatliff + Miller + Murray in partnership with CCDC for a community capacity study to include vacant land analysis. Staff preparing infill/pocket lots for sale as surplus (ongoing). Identified location for 60 lot subdivision	Building off the Community Capacity Study recommendations, land to be acquired from MNR in Q1 2026 will have engineering and design undertaken to develop the housing strategy and opportunities. Surplus land report to Council in January 2026
4.6.2	Advocate for natural gas to unserviced areas	Mayor/Council	Ongoing	Regular communication with Enbridge	Mayor and CAO continue to advocate through the Ministry of Energy
4.6.3	Work with local mining companies and residents to create understanding of industry for potential developers	CAO	Ongoing	Connected local industry with potential developers	Ongoing in concert with the Economic Development Officer and CCDC
4.6.4	Develop incentive program to attract developers	CAO/Treasurer	Ongoing	Deferred. Timing to be determined	Deferred. Timing to be determined . Report from Economic Development Officer in 2026
4.7.1	Lobby for access to waterfront property and patented mining land for housing development	Mayor/Council	Ongoing	Discussed with Ministry of Mines and MNR. Discussed with local industry in regards to patented mining claims	Mayor and CAO continue to advocate with MNR as opportunity presents

Strategy 5 - Targeted Investment in Infrastructure

Objective	Actions	Lead	Completion	Progress	Progress
				2024	2025
5.1.1	Determine feasibility of Mobile Home Park at Balmertown brownfield site	Infrastructure Development Coordinator/Planning Coordinator	2025	None at this time	None at this time
5.2.1	Complete asset management plan	Treasurer/Director of Operations	2025	Project work in process	Complete and presented to Council, July 2025
5.2.2	Develop long term linear infrastructure strategy (roads, water/wastewater)	Director of Operations/Infrastructure Development Coordinator	Ongoing	Include as part of asset management	Updated asset management data to new segments to better illustrate condition. 6 year capital plan for water/wastewater linear infrastructure as part of rate study. Working on 5 year road budget to integrate. Completion of Community Capacity Study in 2025 outlines growth related needs. Will further refine in 2026
5.2.3	Plan for airport expansion	CAO/Director of Operations/Airport Manager	Ongoing	NOHFC application to support airside subdivision project approved; KGS - Engineering Services has been awarded contract for- Commercial Airside Subdivision; FedNor Contribution Agreement signed.	Airside Subdivision design underway by KSG - Design work along with cost estimate expected Q2 2026
5.2.4	Identify sustainability criteria when assessing infrastructure needs	Director of Operations/Infrastructure Development Coordinator	Ongoing	Ongoing	Sustainability plan will be undertaken in 2026
5.2.5	Develop 5 - 10 year capital plan	Treasurer	2025	Underway - to be Included as part of Asset Management Plan	Inclusion of 5-year capital plan within 2026 budget, to expand to 10 year in 2026/2027. Will be awarding Facility Condition Assessment Review in 2026 to better inform Facility capital requirements and to be included in long term plan moving forward.

5.3.1	Determine feasibility of using waste to generate heat and energy	Recreation & Facilities Supervisor	2026	No progress at this time	No progress at this time
5.3.2	Seek green alternatives to traditional waste management	Recreation & Facilities Supervisor	Ongoing	Food Cycler Program was implemented 2022 and 2023. Deferred to 2025 if budget becomes available or to 2026 through budget discussions	Budgeted for 2026
	Develop alternative to REACH, if Green funding is denied	CAO/Treasurer/Recreation & Facilities Supervisor	2025	Working with Stantec to develop and finalize Arena only concept	Stand-alone Arena project design completed late 2025; cost estimate expected January 2026

Strategy 6 - Efficient Client, Centred Services

Objective	Actions	Lead	Completion	Progress	Progress
				2024	2025
6.1.1	Expand provision of programming for Seniors	Recreation Programmer	Ongoing	Applied to Seniors Active Living Centre Program (annual operating funding); Signed MOU - Grand Pals Centre for Studies in Aging & Health - Grand Pals Program. Council accepted Age Friendly Strategic and Action Plan (in March 2024)	Secured funding from Seniors Active Living Centre (SALC) Program to allow for Age-Friendly operating funding. Partnered with GLC to facilitate Grand Pals Program in 2026
6.1.2	Continue conversations with neighbouring communities to identify areas for beneficial shared service agreements	CAO	Ongoing	Ongoing	Ongoing
6.1.3	Explore feasibility of location hub for essential services (EMS, Fire, PW)	Director of Operations/Fire Chief	2027	No progress at this time	No progress at this time
6.2.1	Create succession plan for key Municipal positions	CAO	2024/2025	Engaged Teal & Co to complete an organizational review and action plan , Organizational review substantially complete. Recruitment ongoing	Organizational review substantially complete with minor revision in 2025
6.2.2	Develop performance review process to support goal creation and targeted professional development	CAO	2024	Engaged Teal & Co to complete action plan for performance review program	Performance review protocol complete early 2025 and in use at year end for all non-union staff
6.3.1	Support and promote community initiatives for the benefit of all ages	Community Development and Communications Manager	Ongoing	Supported Red Lake Miners - waiving of fees; Donation to CCDC - Community Economic Profile	Collaborated with community partners - 100th Year Anniversary Events; National Day for Truth and Reconciliation; National Indigenous Peoples Day, New In Town Event, Ice Road Challenge
6.4.1	Discuss with other municipalities their experience with Local Transportation	Clerk	2025	Approved for funding to draft a Transportation Feasibility Study. RFP to be issued April 2025. Staff participated in regional meeting on regional interconnectivity and intercommunity transportation challenges	Rural Transit Feasibility study completed in 2025. Presentation to Council in December with options and costs for consideration

6.5.1	Develop plan for digitization of municipal services and information	Information Technology Manager / Executive Assistant	Ongoing	Phase 2 of digitization of municipal records; staff limitations have slowed progress however this remains a priority. New software purchased - Sylogist	Implemented Core Financials and Utility/Property Tax components of Sylogist. Looking to implement outstanding modules in 2026 to improve access to information outside of Treasury. Records digitization ongoing - will be transitioning all departments to SharePoint in 2026 for operational use. Records retention updates to follow. Working on creating an IT Master Plan over 2026/2027.
6.5.2	Review staffing level to ensure capacity	Senior Management	Ongoing	Approved for funding for new EDO position; recruitment process continues	Ongoing review of staffing needs and recruitment
6.5.3	Seek alternatives to existing insurance model	Treasurer	Ongoing	Engaged in discussions with regional municipalities and alternative insurance providers. MoRL going out to tender for Insurance in 2025 for 2026 year; RFP to be issued for 2026 Insurance needs	Tender determined to not be effective in 2026. Focus has shifted from looking for alternative providers to focusing on risk management internally to improve our insurability and value with underwriters.
6.6.1	Maximize use of municipal multi-media platforms to promote timely information to the general public	Community Development and Communications Manager	Ongoing	Ongoing	Website is updated regularly and as required, Newsletters go out to all mailboxes once per month, timely information shared on social media (Facebook), Mass alerts are shared for timely information, digital sign is used to provide messaging, LinkedIn profile more active

Strategy 7 - Expand Municipal Revenue

Objective	Actions	Lead	Completion	Progress	Progress
				2024	2025
7.1.1	Build business cases for alternative revenue sources	Treasurer	Ongoing	Introduced Non-Resident User Fees (Landfill); Increased MAT Tax from 4% to 5%	Discussions in 2026
7.2.1	Identify service areas to implement full user pay funding models	Treasurer	2025 /2026	Ferry service review to be undertaken to look at options moving forward. Planning fees and Buildig Permit fees to be reviewed. No progress at this time.	Completed utility rate study to realign rates with costs and usage. Review of fees occuring as by-laws/policies are updated.
7.3.1	Prepare commercial lots at Highway Commercial to promote full occupancy	Director of Operations/Infrastructure Development Coordinator	Ongoing	Ongoing	Ongoing
7.4.1	Issue RFP for real estate services for marketing and sale of municipal property	Clerk	2024	Completed	RFP completed in 2024. For 2026 the municipality will be moving away from Real Estate services. Ec. Dev Officer and Senior staff to support marketing and the purchase and sale of surplus lands
7.5.1	Advocate for increased NORDS funding based on need, not population	Mayor/Council	Ongoing	Petitioned Province re NORDS Fund - fair funding model for Northern Ontario Resource Based Communities	Ongoing - Petitioned Province re NORDS Fund - fair funding model for Northern Ontario Resource Based Communities