



# CHUKUNI

Communities Development Corporation

## Community Development Strategy

## 2025-2029

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Developed by:  
The Community Development Committee  
May 2024

## **Executive Summary**

In 2008, the Chukuni Communities Development Corporation's (CCDC) Economic Development Committee transitioned into the role of community development. The Community Development Committee continues to recognize the importance of a strategy that will give them focus and define their roles and tasks and continues to review and adjust their Community Development Strategy on a regular basis. The Committee is dedicated to community development and is excited to bring forward projects that the district can benefit from.

The CCDC's catchment area includes the Municipality of Red Lake and the Township of Ear Falls, consisting of eight small communities with a combined population of approximately 5,100 people. The three primary industries are mining, forestry and tourism and the area continues to do well. Despite the district's current economic prosperity, the local communities seem to be lacking in several areas. Many of these shortfalls, real or perceived, are related to quality of life and are impacting community well-being.

Therefore, the Community Development Committee will strive to improve the communities' quality of life and play a role in consciously planning the evolution of community well-being. To this end, the Committee underwent a strategic planning session to identify their vision for the local communities and any obstacles they expect to encounter along the way. By developing these visions and identifying potential obstacles, the Community Development Committee was able to develop specific strategic directions to focus their efforts and action plans to guide their way forward.

Through these initiatives the Community Development Committee hopes to improve the quality of life in the Municipality of Red Lake and the Township of Ear Falls, to bring together community members and organizations, and to generate possible solutions to common community problems.

## **1.0 Introduction**

The Community Development Committee was officially formed in November of 2007 and immediately underwent an intensive strategic planning exercise. At that time, the Committee was still uncertain about exactly what its role in the community would be and therefore spent significant time developing the initial framework for the Committee. That Community Development Strategy has guided the Committee since its inception eighteen years ago. As much has happened in the past several years, both at a Committee level and in the community, the Community Development Committee continues to see the importance of performing a strategic plan review. In May 2024 the Committee met to complete a series of sessions to update the Community Development Strategy.

Although many achievements have been made by the Community Development Committee, they acknowledge that area communities still require action be taken towards community well-being. The Community Development Committee believes that for the communities of Red Lake and Ear Falls to continue on the path of becoming a great place to live, work, play and stay, steps are required to increase economic prosperity and improve the overall quality of life in the communities.

The Community Development Strategy considers the thoughts and opinions of all Committee members, representing a variety of community interests. This will guide the Committee's course of action as they continue to tackle the task of community development.

## **2.0 Purpose**

The process of creating a strategic plan is important in the development of any organization; it helps to keep focus on the vision and moving towards the ultimate goals. Strategic Plans are useful, not only in guiding daily actions, but also in prioritizing and reviewing established goals and measuring progress.

Doing a review of the Strategic Plan periodically is just as important, as it considers the evolution of the organization. Times change, priorities change. If the Strategic Plan does not change with the organization, it is easy to lose focus or get off track. As a community development organization, what was a priority in 2020 may no longer be relevant.

The purpose of this Strategic Plan is to identify the Community Development Committee's direction for the next five years. The outcome of this Strategic Plan review will reflect the evolution of the Community Development Committee but will continue to be a working document.

## **3.0 Organizational Information**

The current structure of the Chukuni Communities Development Corporation (CCDC) was established in 1995 through the amalgamation of the Chukuni Community Futures Corporation, which began operations in 1988 and the Chukuni Business Development Corporation, which formed in 1989. CCDC is incorporated as a not-for-profit organization and is funded by FedNor/Industry Canada through contributions to an operating fund.

In 1998, CCDC expanded and formed an Economic Development Committee after the Red Lake/Golden Economic Development Corporation ceased to function. The Economic Development Committee transitioned into the Community Development Committee at the beginning of 2008. The CCDC has a very dedicated Community Development Committee that is continuing to work diligently to identify

specific projects to pursue and to continue to provide direction for the Corporation. Although the Corporation had not had a full-time staff position devoted to community economic development since 2011, a full-time Economic Development Officer was hired in November 2022, and the CCDC Manager, Cathy Quesnel-Loessl, works with the Community Development Committee to help drive community development initiatives.

The Chukuni Communities Development Corporation has one central location in Red Lake at 137 Howey Street. The Corporations' catchment area includes the Municipality of Red Lake and the Township of Ear Falls. The CCDC is headed by a Board of Directors and currently has 3 full-time staff.

The Chukuni Communities Development Corporations' main activities include:

- Business Services and Support
- Access to Capital
- Community/Economic Development
- Strategic Planning

## **4.0 Current Situation**

The Municipality of Red Lake has approximately 4,100 permanent residents and consists of six communities that were amalgamated in 1998: Red Lake, Balmertown, Cochenour, McKenzie Island, Madsen and Starratt Olsen. The Township of Ear Falls includes the communities of Ear Falls and Perrault Falls, with a population of 1,000 people. The Red Lake and Ear Falls area has historically had three primary industries: mining, forestry and tourism. The mining industry continues to hold its own with the average gold price in 2023 at \$2,633/ounce, the sawmill is now in full production running two full shifts; forestry related jobs continue to remain strong in both the mill and in the woodlands division. Tourism took a hard hit during COVID restrictions from 2020-2022 but is well on its way to recovery at this time.

Balmertown is home to Evolution Mining – Red Lake Operations and remains a significant player amongst leading gold companies. Evolution acquired the Red Lake Gold Mine in March of 2020. Evolution employs 900 local employees in addition to hundreds of contractors and non-local employees. West Red Lake Gold, which acquired the Madsen goldmine and subsequent properties in 2023, is currently focused on gold exploration and development with over \$350 million in investment in the project and 80 square kilometers of highly prospective ground with tremendous exploration potential. In addition, the Great Bear Project, located between Ear Falls and Red Lake, is a significant development by Kinross Gold Corporation. The site has strong potential to become a top-tier deposit supporting a large, long-life mine complex and at this time over 550 kilometres of drilling have been completed. Kinross estimates that up to 1000 employees will be needed when the mine becomes fully operational in the target year of 2029.

Red Lake and Ear Falls also support junior mining, exploration and mining supply companies. It is also important to note that many workers associated with Evolution Mining and various exploration companies are considered a “transient” workforce (approximately 20%) and reside in camp accommodations while in the community.

The Ear Falls Sawmill is the main employer in the community of Ear Falls. BC-based Interfor acquired Eacom in 2021, making Interfor the largest forestry product operator in Canada and one of the largest in the world with 32 facilities across North America. The mill currently employs 165 unionized employees and 30 staff. The mill operates 2 shifts, on average producing 700,000 to 750,000 board feet per day. Interfor gets its wood supply from the Trout Forest Management area. This is managed by Interfor's Woodlands Division.

In addition to these major industry operations, Ottawa has recently announced significant funding dollars toward the Berens River Bridge and Road Project in northwestern Ontario, which will link seven remote First Nations communities with 8000+ residents to the provincial highway system for the first time and allow Frontier Lithium, a Sudbury mine developer with two massive lithium deposits, to get its product to market. In upcoming years, the bridge and roadway development will also support access to the Ring of Fire, creating a made in Ontario critical supply chain. These developments highlight the need for our region to become "future-proof" as our communities, businesses, and critical infrastructure such as health care facilities must be ready to meet the demands of an influx of new residents and visitors. Red Lake is the first community access point for these remote communities, emphasizing the need for development now to meet upcoming demand and ensure the region is ready to embrace a new age of prosperity and growth.

## **5.0 Chukuni Communities Development Corporation Mandate**

The broad objectives of the CCDC are as follows:

- a) To provide a means for co-operative participation of local groups, including municipal and other authorities in the areas of:
  - i. The assessment of socio-economic problems of; and
  - ii. The development of employment opportunities and worker-based adjustment measures in human resource planning and development,.
- b) To promote the involvement of the private sector and all levels of government in the assessment of community problems and the design of suitable remedies;
- c) To provide a single-window approach for employment development and adjustment programs and services in the community under the framework and auspices of, among other government programs and initiatives and otherwise, the Community Futures Program;
- d) To act as an interface between the community and governments;
- e) To act as a catalyst for; and a coordinator of, self-help initiatives at the local level; and
- f) To provide business counselling and consulting services.

## **6.0 Strategic Planning Process**

The Community Development Committee underwent an intensive strategic planning review process; the process generally works through developing (1) A Vision Statement; (2) A Mission Statement; (3) Obstacles; (4) Strategic Directions; (5) Action Planning; And (6) Roles and Responsibilities. Each section includes a process of (1) Developing Context; (2) Brainstorming; (3) Clustering; (4) Naming; and (5) Resolving. The planning process is designed to encourage input from every Committee member and assign equal weight to each comment.

As the Committee worked through developing their new vision and the obstacles they expect to encounter, acknowledging those obstacles they were experiencing a number of years ago, the strategic directions the

Committee desired to take became clearer. The strategic directions were formed as a result of a range of community leaders brainstorming together to develop a new set of directions for the Community Development Committee and for the local communities. Once the strategic directions were clearly identified, it became much easier to develop specific action plans to move the Community Development Committee forward.

## **7.0 Vision**

In the strategic planning process, the vision statement tends to be an umbrella statement, naming a broad goal which clarifies what the Committee hopes to achieve in the coming years.

*The Community Development Committee will provide community economic development and sustainability and work to improve the overall quality of life and sense of community pride and well-being.*

This vision will help the Community Development Committee to create, revise and monitor its strategic directions, while guiding the Committee in the development and maintenance of an overall direction.

## **8.0 Community Development Committee's Mission**

In the strategic planning process, the mission statement is meant to express the 'nuts and bolts' of the vision and clarify the 'who, what and why' of the Community Development Committee's existence.

*The Community Development Committee aims to improve the community's quality of life and to play a role in consciously planning the evolution of community well-being. The Community Development Committee will strive to bring community members and organizations together to take collective action and generate solutions to common community needs. The Community Development Committee values community input, mutual benefit and shared responsibility in community development initiatives and recognizes that economic, social, environmental and cultural matters are all aspects of community development.*

This mission statement will help the Community Development Committee narrow its focus when developing strategic directions, as well as in assessing the relevancy of projects, as they arise.

## **9.0 Obstacles**

Before developing a strategic direction, it was important for the Community Development Committee to identify any obstacles that may block them from realizing their vision for the community. The Committee took some time to look at problems and difficulties currently being experienced in the community, compared to those being experienced in 2008 when the original Strategic Plan was developed and as well as in 2024 when the most recent Strategic Plan was reviewed. The intent was to identify the underlying obstacles or root problems that are blocking everyone from moving forward.

Instead of looking at what is lacking or placing blame, the Community Development Committee aimed to recognize current obstacles to overcome problems and be prepared. By identifying the obstacles blocking the path towards the ultimate vision, the Committee can move forward with the confidence to deal with the real issues facing them, as a committee and as a community. Although additional roadblocks may be encountered along the way, the Committee recognized the need to identify any obstacles currently of concern.

When striving towards their vision for the community, the Community Development Committee recognizes that...

1. *Lack of financial resources can inhibit the ability to implement community projects;*
2. *“Burn out” of volunteers and lack of succession restricts growth and sustainability of community volunteer organizations which can hinder community well-being;*
3. *Limited resources slows project progress and completion;*
4. *Agendas amongst community stakeholders slows progress and stalls development;*
5. *The nature of our geography results in the lack of connectedness, decentralization, and duplication of services and infrastructure; and,*
6. *Lack of residential accommodations impedes relocation to and retention of residents within our communities.*

After the Community Development Committee’s major concerns were acknowledged, the Committee focused on creating community development strategies that are realistic and appropriate for the local environment.

## **10.0 Strategic Directions**

The following strategic directions outline how the Community Development Committee plans to reach their vision, hopefully closing or narrowing the gap between where the community seems to be now and where the Committee would like the community to be. The strategic directions identified will help to focus the efforts of the Community Development Committee and will provide concrete goals to strive towards.

To move towards realizing their vision for the community, the Community Development Committee plans to...

1. “Future-proof” the region;
2. Market the community as a great place to live, work, play and stay;
3. Support recruitment and retention of residents and businesses;
4. Maintain a recognized hub of community data in order to facilitate planning, training and development;
5. Work with other community partners to improve the quality of life and recreational and cultural opportunities; and,
6. Collaborate with the Municipality of Red Lake to develop a Business Improvement Area (BIA).

The strategies developed will guide the Community Development Committee towards realizing their vision and help the Committee to overcome obstacles, develop an action plan, monitor progress and solicit input and feedback from the community. The Community Development Committee is confident that these strategic directions will help to move the Committee towards improving community well-being.

## **11.0 Action Plans**

Once the Community Development Committee developed its visions and strategic directions, they carefully analyzed their desired outcomes and anticipated results for each strategic direction identified. Finally, and perhaps most significantly, the Community Development Committee then outlined the

steps required to move towards the achievement of the desired outcomes and anticipated results identified. These action plans are very important and really are the substance of this strategic plan, as they provide concrete steps required to fulfill each strategy. The action plans created by the Community Development Committee detail the desired outcome(s) of each strategy, the anticipated results and the actions necessary to achieve the desired outcome and how success will be measured.

## **STRATEGY #1: “FUTURE-PROOF” THE REGION.**

**Desired Outcome #1:** Develop and implement a study (Socio-Economic & Infrastructure Needs Assessment) to understand the impacts to the region and subsequent preparations needed arising from upcoming capital projects in the area.

### *Anticipated Results:*

- Necessary information is gathered to inform the region of impacts of new residents and visitors
- Provide data to attract investors and new businesses to the area

### *Necessary Actions:*

- Connect with key partners and funders to understand preparations and resources required to meet future demand on region

### *Measure of Success:*

- Strategic housing plan and necessary infrastructure in place for new residents
- Leverage for recruitment of more health services
- More investment and new businesses in the region
- Provide key data to increase provincial and federal funding

### *Specific Projects:*

- ✓ Develop the means to collect data on key areas – population, age demographics, number of people who leave the community yearly
- ✓ Assessments complete
- ✓ Compile data and create an investor’s package
- ✓ Host online or in-person investors meetings to attract new services and developers

**Desired Outcome #2:** Opportunities in Ear Falls and Red Lake for future development potential are explored.

### *Anticipated Results:*

- Both communities are better prepared for future economic development, activities and expansion
- The region has clearer understanding of impacts of major industry and development
- The region is better prepared to undertake projects and funding pursuits to meet future population and visitor demands on infrastructure and services

### *Necessary Actions:*

- Collaborate with local government to identify unique needs and support in collecting data, completing impact assessments and support meeting future needs



Measure of Success:

- Local government meets milestones working toward expansion and improvement of infrastructure, services and resources needed to support residents, newcomers, visitors, business, and industry

Specific Projects:

- ✓ Support region with projects and processes necessary to “future-proof”

**Desired Outcome #3:** Ear Falls and Red Lake have the tools and information to market the community to developers, investors, and potential residents.

Anticipated Results:

- First Nations neighbors feel welcome and are able to access goods and services
- Region has clearer understanding of the impacts of incoming populations related to developing transportation routes and major projects
- Region has the information available to develop and implement strategies and funding requests to meet demand and “future-proof” the area

Necessary Actions:

- Procure additional funding from grant sources for Community Economic Profile development
- Request for Proposals and consultant hire
- Support information gathering and connections for profile development

Measure of Success:

- Data is collected for region which provides a comprehensive view of community and economic health and opportunities
- Metrics which reflect economic, social and environmental well-being are provided

Specific Projects:

- ✓ Ear Falls Community Economic Profile completed
- ✓ Red Lake Community Economic Profile completed

**Desired Outcome #4:** Northern residents with new access to the Red Lake/Ear Falls communities have desired amenities in place to “stop and stay” in the area.

Anticipated Results:

- First Nations neighbors feel welcome and are able to access goods and services
- Region has clearer understanding of the impacts of incoming populations related to developing transportation routes and major projects
- Region has the information available to develop and implement strategies and funding requests to meet demand and “future-proof” the area

Necessary Actions:

- Funding and grant research
- Request for Proposals and consultant hire

- Support information gathering and connections for survey completion
- Market results to local business and investors (regional and national) to support increased demand for products, services and amenities

Measure of Success:

- Concrete understanding of the needs of neighboring First Nations communities
- Increased and sufficient business and service offerings
- Increased and varied recreation and activity opportunities that cater to interests of Indigenous neighbors and residents

Specific Projects:

- ✓ Develop and distribute a survey on what would attract Northern residents to visit and stay in the Red Lake area (health and supports services, food options, recreation, etc.)
- ✓ Develop a community and business outreach plan
- ✓ Implement outreach to educate population on future needs of Indigenous neighbors

**Desired Outcome #5:** Regional Business Retention and Expansion Project.

Anticipated Results:

Short-term

- Improved relationship with business community
- Solving immediate problems
- Improved business climate
- Identification of specific actions to help businesses

Long-term

- Effective strategic economic development plans
- Improved business and community competitiveness
- Increased community capacity for economic development
- Job and business retention and growth

Necessary Actions:

- Confirm co-operation for the project from the Township of Ear Falls and the Municipality of Red Lake
- Lead project process

Measure of Success:

- Project process is underway
- Buy-in from business owners
- Ear Falls BR&E completed
- Red Lake BR&E completed

Specific Projects:

- ✓ BR&E Project as per program guidelines

## **STRATEGY #2: MARKET THE COMMUNITY AS A GREAT PLACE TO LIVE, WORK, PLAY AND STAY.**

**Desired Outcome #1:** Develop a strategy to attract newcomers to the Ear Falls/Red Lake region.

Anticipated Results:

- Attract new residents for employment opportunities
- Attract visitors

Necessary Actions:

- Foster a welcoming atmosphere through cultural events and festivals
- Encourage local business to offer diversified products and services
- Attend international recruitment fairs
- Language support classes with multi-lingual resources

Measure of Success:

- Newcomers (both domestic and international) have located themselves in the district and population has increased
- Employment vacancies have been filled
- Economy has become more robust
- Increased visitor attendance at events and tourism entities

Specific Projects:

- ✓ Create marketing campaign geared toward attracting newcomers and visitors to the region
- ✓ Create clear document and provide guidance on immigration pathways

**Desired Outcome #2:** Communicate effectively with new residents.

Anticipated Results:

- New residents have comprehensive information about the region – assets, amenities, services, etc.

Necessary Actions:

- Maintain/update and market Welcome to Red Lake/Ear Falls documents availability online and in Welcome Bags
- Identify additional services that should be included
- Encourage businesses to include items in Welcome Bags
- Improve marketing of availability of Welcome document and bags

Measure of Success:

- Business and industry utilize the welcome documents to orientate new workers
- Increased knowledge about the region
- Increased traffic to website

Specific Projects:

- ✓ Welcome documents and welcome bag updates and maintenance
- ✓ Market availability of welcome information and resources

### **STRATEGY #3: RECRUITMENT AND RETENTION OF RESIDENTS AND BUSINESSES.**

**Desired Outcome #1:** Developers, investors and potential newcomers have access to updated news about future developments and major projects in the region.

#### Anticipated Results:

- Increased awareness of the region as a destination and business hub
- Increased developer activity related to housing and business investments
- Increased population in the region
- Job creation, increased business opportunities and businesses operational
- Partnerships and collaborations with local business and organizations
- Increased tourism

#### Necessary Actions:

- Pursue and secure marketing funding
- Implement components of Woodland Economic Region Strategic Marketing Plan
- Share major news and announcements from Municipal leaders and stakeholders
- Continuously update Woodland Economic Region website and social media resources with major project information
- Market website directly to developers and entrepreneurial groups

#### Measure of Success:

- Inquiries of interest received from developers and investors
- Inquiries received from potential new residents
- Website visitors and subscribers steadily increase

#### Specific Projects:

- ✓ Collaborate with reputable ad-buy marketing agency
- ✓ Media and targeted advertising: Utilize social media platforms, Google ads, influencer marketing, content marketing (blog posts, articles, videos highlighting the region)
- ✓ Marketing in real estate platforms and publications: marketing appealing to younger demographics interested in relocation or vacation properties
- ✓ Video marketing: leverage YouTube and other platforms with community support to showcase vlogs, testimonials, and organic video tours from residents that capture lifestyle, recreational opportunities and family-friendly atmosphere
- ✓ Social media campaigns: encourage user-generated content by launching social media contests where families and younger individuals can share their experiences in the region
- ✓ Develop local partnerships with event-holders: local business, schools, community organizations, utilize events as opportunities to engage with community and showcase region to attract newcomers and new business

**Desired Outcome #2:** Develop an initiative to connect locals with newcomers and multicultural residents in the region.

#### Anticipated Results:

- Newcomers and multicultural residents will remain within the region once relocated.

Necessary Actions:

- Recruit volunteers to connect with newcomers
- Work with industry recruiting immigrant (national or international) – Interfor, mines – to outreach directly to newcomers upon hire
- Coordinate monthly or quarterly newcomer open houses with volunteer support
- Provide welcome document with community information to newcomers

Measure of Success:

- Newcomers are matched to local volunteers for support
- Newcomer groups have enough volunteers to match with newcomers
- Newcomers report positive relationships with volunteers
- Newcomers report better understanding of community resources

Specific Projects:

- Establish and maintain newcomer welcome group in Ear Falls
- Establish and maintain newcomer welcome group in Red Lake

**Desired Outcome #3:** Host a Job and Volunteer Recruitment Fair

Anticipated Results:

- More residents of all ages are interested in staying and working in the region
- More residents of all ages are interested in volunteering in the region

Necessary Actions:

- Work with area employers to determine job opportunities in the area
- Partner with local organizations in delivery
- Work with local industry to promote opportunities and availability for jobs and training
- Work with volunteer organizations and groups to determine volunteer opportunities in the region
- Communicate information widely within the region and outside of it (ex. Vermilion Bay, Dryden, Kenora), including schools and seniors networks

Measure of Success:

- More residents are staying in the area or returning to the area for employment after training is complete
- Organizations gain new volunteers
- Increased employment rates in the region

Specific Projects:

- Host annual job and volunteer recruitment fair for the region

## **STRATEGY #4: MAINTAIN A RECOGNIZED HUB OF COMMUNITY DATA IN ORDER TO FACILITATE PLANNING, TRAINING, AND DEVELOPMENT.**

**Desired Outcome #1:** Remain a focal point in the region as a source of information.

Anticipated Results:

- People and businesses in the region and outside the region have easy access to the information they require

Necessary Actions:

- Continue to compile new and update old data
- Consistently share data, information and links relevant to business and communities
- Focus research around information businesses and residents claim to need and want
- Refresh marketing of online community calendars targeted to groups and organizations
- Provide information on and share resources for training courses and workshops

Measure of Success:

- Level of usage – track requests, website usage, inquiries, etc.
- Social media pages have strong following
- Individuals and businesses are getting the training and information they need to be successful

Specific Projects:

- ✓ Workshops and training sessions geared toward business
- ✓ Update website/social media and track usage
- ✓ Marketing initiatives

## **STRATEGY #5: WORK WITH OTHER COMMUNITY PARTNERS TO IMPROVE AND MAINTAIN QUALITY OF LIFE AND RECREATIONAL AND CULTURAL OPPORTUNITIES.**

**Desired Outcome #1:** Increase community pride, community well-being and local participation in recreational and cultural events and activities.

Anticipated Results:

- More vibrant and active communities
- Strong offering of community events and activities
- High numbers of local participation

Necessary Actions:

- Conduct a needs assessment and implement initiatives identified within the assessment
- Encourage participation in Ear Falls and Red Lake events and volunteer opportunities to promote sense of pride and belonging in community
- Celebrate volunteers
- Market the unique communities' experiences
- Utilize social media and websites to update the public on events in our region
- Increase community pride through local promotional activities

- Work with the Municipality of Red Lake and the Township of Ear Falls on the co-ordination of events/activities
- Market recreational opportunities
- Utilize the home-grown celebrities to build community pride
- Assist in the facilitation of other recreational and cultural events

Measure of Success:

- Increased participation in community events
- Increased number of volunteers
- Evidence of increased recreational and cultural activities
- CCDC participates in various committees throughout the district
- Other community groups are assisted with administration and planning of events

Specific Projects:

- ✓ Provide support in event coordination and marketing: Winterfest, Fall Festival, Winter Carnival, Trout Forest Music Festival, End of the Road Collective
- ✓ Support volunteer outreach and recognition

**STRATEGY #6: COLLABORATE WITH THE MUNICIPALITY OF RED LAKE TO DEVELOP A BUSINESS IMPROVEMENT AREA (BIA).**

**Desired Outcome #1:** Business Improvement Area developed and operating in Red Lake.

Anticipated Results:

- Downtown area is physically revitalized and active engagement with increased consumers is evident
- Enhanced local business environment that contributes to economic vitality of community

Necessary Actions:

- Support municipality in: research and planning; engaging stakeholders; initial formation and governance; identifying funding mechanisms; program implementation; evaluation; and, promotions and communication

Measure of Success:

- Economic growth such as increased property values
- New businesses and increased foot traffic and sales
- BIA sponsored events, programs and promotional activities
- Evidence of collaboration and partnerships between businesses, property owners, community organizations

Specific Projects:

- ✓ Support street festivals/events held in public spaces to draw people to downtown
- ✓ Marketing and promotions of improvements, promotional events, and activities
- ✓ Provide training, workshops and resources to support engaged businesses

## **Desired Outcome #2: Beautification of business areas.**

### Anticipated Results:

- Downtown area is more visually appealing to residents and visitors

### Necessary Actions:

- Connect with other communities to learn best practices
- Promote benefits of downtown beautification measures to businesses and the public
- Develop downtown beautification plan with business and public input
- Explore funding resources such as grant and BIA-secured revenue

### Measure of Success:

- Increased foliage, flowers, trees
- Improved building exteriors
- Fewer derelict downtown buildings and properties

### Specific Projects:

- ✓ Recruit businesses and volunteers to participate in beautification efforts
- ✓ Install flowers and greenery in areas
- ✓ Banner and signage designed and installed in key locations

The implementation of these action plans will come as a result of the Community Development Committee reviewing the strategic plan, prioritizing and revising actions items, as necessary and monitoring progress. The Committee meets once monthly to review the action plan and monitor developments. It is important for the Committee to monitor progress and outcomes to ensure the projects are on target. For strategic plans to be successful and useful the action plans must be implemented, commitments met and results measured.

## **12.0 Conclusion**

In 2008, when the Municipality of Red Lake chose to undertake the role of economic development, the Chukuni Communities Development Corporation (CCDC) made the decision to dedicate its efforts towards community development. The Community Development Committee has now been pursuing various community development initiatives for over six years. The Committee believes that they can continue to compliment the economic development initiatives being pursued and contribute to their success by working to improve the overall quality of life in the Red Lake and Ear Falls area. Although the local community seems to be booming, it is also lacking in areas of community well-being and the Community Development Committee hopes to narrow this gap.

The Community Development Committee recognizes the importance of the development of a strategic plan. The Community Development Strategy helps to give the Committee focus, to define their role and to help them move forward on a very deliberate path. The performance of periodic Strategic Plan reviews is just as important, as it reflects the evolution of the organization and the community.

The Community Development Committee underwent an intense strategic planning review process, which involved stages of visioning, identifying obstacles, developing strategies and creating specific action plans. The Committee, through this process, was able to identify 6 specific strategies to guide



their actions: (1) *“Future-proof” the region;* (2) *Market the community as a great place to live, work, play, and stay;* (3) *Support recruitment and retention of residents and businesses;* (4) *Maintain a recognized hub of community data in order to facilitate planning, training, and development;* (5) *Work with other community partners to improve the quality of life, recreational and cultural opportunities;* and, (6) *Collaborate with the Municipality of Red Lake to develop a Business Improvement Area (BIA).* The Community Development Strategic Plan is designed to be a working document that will be revised as necessary.

Through the pursuit of these specific projects, the Community Development Committee hopes to improve the quality of life in the Municipality of Red Lake and the Township of Ear Falls, to bring together community members and organizations, and generate solutions to community problems as they arise.