



CHUKUNI

Communities Development Corporation

Community Development Strategy

2015-2019

Developed by:
The Community Development Committee
August 2014

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 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 5,700 people. Two primary industries exist, mining and tourism and the area appears to be booming. However, 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, over seven 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 July 2014 the Committee met to discuss updates to 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 in order for the communities of Red Lake and Ear Falls to continue on the path of becoming a great place to live, work and play, steps are required to increase economic prosperity and improve the overall quality of life in the communities.

The Community Development Strategy takes in to account 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 for measuring progress.

Doing a review of the Strategic Plan periodically is just as important, as it takes into account 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 2008 may no longer be relevant.

The purpose of this Strategic Plan is to identify the Community Development Committee's direction for one to 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 in to 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 has not had a full time staff position devoted to community economic development since 2011, 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 2 full-time staff with the intent to hire a third staff member in the Fall of 2014.

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 4,700 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. However, while the mining industry continues to boom with gold prices well above the \$1,200/ounce range, tourism appears to continue to struggle and with the sawmill once again beginning production in Ear Falls, forestry related jobs are once again on the rise.

Balmertown is home to Goldcorp Inc. Red Lake Gold Mines, Canada's largest gold mine and one of the world's richest gold mines. The Red Lake Gold Mines employs 1,280 people (including contractors), just over half of whom live in the Red Lake area on a permanent basis. Red Lake also supports many junior mining, exploration and mining supply companies. It is also important to note that many workers associated with Goldcorp and various exploration companies are considered a "transient" workforce and reside in bunkhouse accommodations while in the community.

Very recently, the Ear Falls Sawmill re-opened. The mill currently employs over 50 employees and it is anticipated that that number will grow to 100 once a second shift is added; up to 175 more will be employed in log harvesting and hauling operations.

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 co-ordinator 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 in 2013 when the most recent Strategic Plan was developed. 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 in order 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 a 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 restricts growth and sustainability of community volunteer organizations which can hinder community well-being;*
3. *Insufficient office staff and resources slows project progress and completion;*
4. *A disconnection in communication and cooperation 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.*

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 the means by which 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.

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

1. Market the community as a great place to live, work, play and stay;
2. Encourage Youth Retention
3. Become a recognized hub of community data in order to facilitate planning, training and development
4. Work with other community partners to improve the quality of life and recreational opportunities
5. Promote Arts Culture and training to improve community

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 had 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: Market the community as a great place to live, work, play and stay.

Desired Outcome #1: Develop an “Ultimate Guide” to the Red Lake/Ear Falls District

- Anticipated Results:
 - ✓ Showcase what the area has to offer
- Necessary Actions:
 - Research what information is currently being published
 - Expand on what is presently available

- Encourage business involvement financial and in-kind contributions
 - Get “buy-in” from the Municipality of Red Lake and Town of Ear Falls
 - Explore technology to reduce printed materials; ie create an app.
 - continue to update information and photo’s on My Red Lake website page (social media)
 - keep promoting the My Red Lake webpage at key locations – Mines, Airport, Medical Clinic, Banks, etc
 - showcase how great the community is by highlighting the great work done in the community i.e. Mural project, banners, etc
- Measure of Success:
 - Increased desire to know about the district
 - Increased traffic to the website
 - Increased involvement by the business community
 - More tourists to the area that stay longer and returning
 - More people wanting to make Red Lake/Ear Falls their home
 - increased usage and hits on the website and My Red Lake Calendar
 - Specific Projects:
 - Development of guide and then maintenance
 - Update MyRedLake website
 - Continue development of MyEarFalls website

Desired Outcome #2: Maintain & Improve Welcome Bags

- Anticipated Results:
 - ✓ more public awareness about the community’s assets and services
 - ✓ increased participation by businesses
 - ✓ increased demand by new residents
- Necessary Actions:
 - keep information current
 - identify additional services that should be included
 - encourage businesses to include promotional items
 - direct contact with businesses when promotional items are running low
 - improve advertising, posters, tag in newspaper, website
 - Engage community partners to advertise availability of Welcome Bags
 - make key people/businesses more aware of the packages

- develop coupons for Welcome Bags and provide to local retailers to hand out to new residents advising them of the “welcome gift” to be picked up at the CCDC office
- Measure of Success:
 - increased participation from local businesses
 - increased demand for Welcome packages
- Specific Projects:
 - Create coupon for businesses, Municipality and industry to hand out to new residents to create more awareness/demand for Welcome Bags
 - Develop survey to include in Welcome Bags for new residents to make sure information is useful

Desired Outcome #3: Encourage Community Involvement

- Anticipated Results:
 - ✓ increase awareness of community needs
- Necessary Actions:
 - maintain a volunteer data base
 - explore forms of recruiting volunteers
 - explore forms of recognizing volunteers
- Measure of Success:
 - increased volunteer participation
 - increased number of events and festivals with increased community participation
- Specific Projects:
 - Create volunteer data base
 - Create marketing campaign
 - Create volunteer recognition program

Desired Outcome #4: Communicate more effectively with residents

- Anticipated Results:
 - ✓ increase awareness of community events and area’s assets amongst local residents
- Necessary Actions:
 - promote community well-being so residents and families want to stay (increase awareness of recreational activities, local information, daycare spots, etc.)

- promote online calendar of events by attending public events and increase other forms of advertising
- continue to market our community as a great place to live(clean & healthy, close to nature, friendly, safe and culturally rich heritage)
- utilize social media to inform the “world” of what’s happening in the Red Lake District
- Measure of Success:
 - create centralized online location for community information that is updated on a regular basis with a system to track progress
 - increased usage of all available marketing resources by the organizations hosting events
 - more people following My Red Lake on various forms of social media
 - success based on assessment by Community Development Committee
- Specific Projects:
 - Develop long term advertising campaign using print media and social media
 - Develop community portal to communicate with residents

Desired Outcome #5: Encourage Quality Recruitment

- Anticipated Results:
 - ✓ more successful recruitment campaigns and more local recruitment opportunities
 - ✓ maintain partnerships and promotion between CCDC and recruiting companies
- Necessary Actions:
 - contact recruiters to inform them of what the CCDC can provide and to assess what their needs are; provide assistance where possible
 - create contacts and connections between different recruiters, provide the forum to exchange recruiting needs and information
- Measure of Success:
 - CCDC showing involvement in recruitment
 - A varied representation across the community coming together to form a recruitment committee
- Specific Projects:
 - Host information sessions for employers
 - Provide training on application processes for specific programs

Strategy #2: Encourage Youth Retention

Desired Outcome #1: Host a Career Fair

- Anticipated Results:
 - ✓ Host a career fair aimed at youth from grades 6 through High School
- Necessary Actions:
 - Contact the Public Schools and High Schools and advise of the type of career fair that CCDC is looking to host
 - Contact the smaller employers with trades and see if they will participate in the career fair
 - Invite Universities/Colleges to be part of the career fair
 - Locate a venue outside of the High School – preferably the Red Lake Legion
 - Follow-up and give guidance, continue to assist with mentorship
- Measure of Success:
 - CCDC successfully holds a career fair geared to trades during each September
- Specific Projects:
 - Organize career fair for youth from grade 6 through grade 12

Desired Outcome #2: Recognition of Home Grown Celebrities

- Anticipated Results:
 - ✓ Increased awareness of local talents
- Necessary Actions:
 - develop criteria for what constitutes a “Home Grown Celebrity”
 - create a forum for community members to be involved and assist with putting names forward
 - gather names and bios
- Measure of Success:
 - youth become aware that they can go on to achieve great things and still appreciate coming from a small community
 - Home Grown Celebrities are “visually” recognized in the district

- Specific Projects:
 - “Home of Eric Radford” highway sign
 - Develop a “Walk of Fame”
 - Develop marketing strategy to publically acknowledge our local talent

Desired Outcome #3: Community Mural Project

- Anticipated Results:
 - ✓ Obtain grant from the Ontario Arts Council for future phases of the mural project
- Necessary Actions:
 - Apply to the Ontario Arts Council for a grant to assist with another mural project
 - Engage the assistance of the Wilderness Arts Council and other local Artists to assist with the project
 - Look at the need for a possible Youth Intern position to assist with project
- Measure of Success:
 - Grant application successful and mural project proceeds with completing a number of mural projects.
 - Wilderness Arts Council, Local Artists and Youth are involved in the project
- Specific Projects:
 - Murals created by youth
 - Murals created by adults

Desired Outcome #4: Encourage Youth Participation in Events

- Anticipated Results:
 - ✓ more youth interested in staying and working in Red Lake
- Necessary Actions:
 - determine job opportunities in the area
 - communicate information to the youth
 - work with local industry to create opportunities and funding for jobs and training
- Measure of Success:
 - more youth are staying in the area or returning after post-secondary education is complete

- Specific Projects:
 - Entrepreneurial programs and competitions geared to youth
 - Business camp
 - Career fair
 - Work with local business to develop a “bring your child to work “day

Strategy #3: Become a recognized hub of community data in order to facilitate planning, training and development

Desired Outcome #1: Business Retention & Expansion Project

- Anticipated Results: (completed project)
 - Short Term:
 - ✓ Improved relationship with business community
 - ✓ Solving immediate problems
 - ✓ Improved business climate
 - ✓ Identification of specific actions to help businesses
 - Longer 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 project from the Municipality of Red Lake and the Township of Ear Falls
 - Work through the 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 Project:
 - BR+E Project as per program guidelines

Desired Outcome #2: Become a focal point in the community as a source of information.

- Anticipated Results:
 - ✓ People and businesses in the community and outside the community have easy access to the information they require.
- Necessary Actions:
 - Continue to compile data and update old data
 - Develop a constant sharing of data, information and links
 - Determine what data people are looking for when considering moving to the community
 - Determine what data already exists for public use
 - Focus research around information businesses and residents claim to need and want
 - Share with Municipal Leaders and other stakeholders and make available online
 - Offer training courses and workshops
- Measure of Success:
 - Level of usage – track requests, website usage, inquiries, etc.
 - My Red Lake facebook page has a strong following
 - Individuals are getting the training and information they need to be successful
- Specific Projects:
 - Workshops and training sessions geared towards business
 - Update websites and track usage
 - Marketing campaign

Strategy #4: Work with other community partners to improve the quality of life and recreational opportunities

Desired Outcome #1: Increase Community Pride

- Anticipated Results:
 - ✓ More vibrant and active community;
 - ✓ Increase in memberships at local facilities and clubs
 - ✓ More business development in the area
- Necessary Actions:
 - Market the ‘Red Lake’ experience;

- Continue to update the My Red Lake web page on a regular basis and give it a “fresh” look
 - Continue to utilize social media while updating the “world” about the progress the District is making
 - Increase community pride through local promotional activities
 - Work closer with the municipality on the co-ordination of development ideas for the area ie development of a walking trail system and events centre
 - Continue to market recreational opportunities
 - Utilize the home-grown celebrities to build community pride
 - Assist in the facilitation of other recreational events
 - Roll out a Community opinion survey – develop action plans and strategies based on feedback
- Measure of Success:
 - Evidence of increased recreational functions/activity, including after-hours.
 - The completion of an inventory and ‘how-to’ document and track its usage.
 - Community Development Committee representation on the Events Centre Committee
 - Other community groups are assisted with administration and planning of events
 - Specific Project:
 - Walking Trails Study (participant)
 - Walking Trails Development (participant)
 - Events Centre Study (participant)
 - Re-branding of communities
 - ★ Downtown revitalization – historical signage
 - ★ Street banner project
 - Home Based Business Trade Show x2 per year
 - Business, volunteer, celebrity recognition event(s)
 - Youth Entrepreneur development

Strategy #5: Promote Arts Culture and Training to Improve Community

Desired Outcome #1: Increase awareness of opportunities in “Arts Culture”

- Anticipated Results:
 - ✓ Residents have a clearer understanding of economic opportunities available

- Necessary Actions:
 - Work with Wilderness Arts Council (WAC) to build their recognition as the lead organization in Art Culture
 - Work with WAC to develop a marketing strategy
 - Work with the Red Lake Heritage Centre to increase awareness of Red Lake's culture
 - Promote workshops/training sessions and classes for those interested in growing the Arts community in the district
 - Work more closely with other community arts culture organizations to stop duplication of efforts
 - Work more closely with the Ontario Arts Council in program delivery

- Measure of Success:
 - Workshops/training sessions are held and Artists realize that they are entrepreneurs
 - Duplication of efforts is reduced and is more effective
 - Marketing strategy is developed and utilized
 - More residents participate in cultural events

- Specific Projects:
 - Develop regular workshops and events that engage participants from all age levels
 - Develop joint marketing campaign for all groups involved in Art Culture
 - Develop entrepreneur training specifically for "artist" entrepreneurs
 - Work with Heritage Centre to develop a show of local talent

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 4 specific strategies to guide their actions: (1) *Market the community as a great place to live, work, play, and stay;* (2) *Encourage Youth Retention;* (3) *Become a source of community data in order to facilitate planning and development;* and (4) *Work with other community partners to improve the quality of life and recreational opportunities.* 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.