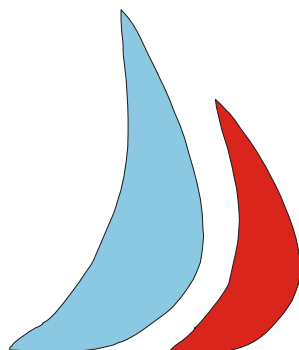


# Township of Red Rock



## *Adjusting our Sails*

### Final Report and Recommendations of the Red Rock Community Adjustment Committee

August , 2007

Prepared and Presented to the Red Rock Municipal Council

By

Yvon Desroches CAC Coordinator/Chairman



MINISTRY OF TRAINING  
COLLEGES AND UNIVERSITIES  
ADJUSTMENT ADVISORY PROGRAM



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## Executive Summary

On behalf of the appointed members of the Red Rock Community Adjustment Committee we are pleased to present to the Municipal Council of the Township of Red Rock our final Community Adjustment Report as defined by our mandate. This Community Adjustment Committee was set up with a specific mandate in September of 2006.

The past eleven months have been demanding on the committee members as we embarked on this comprehensive review of the community of Red Rock, which had been delivered a financial blow with the closure of its sole industry. It goes without saying that the impact of this mill closure affected every one in the community, including the residents, businesses, non-profit organizations, and of course, the municipal government.

Borrowing a description from the Manitoba Community Adjustment Handbook, “*a community adjustment process is centered on the involvement of local people working together to find ways to adjust to a particular set of circumstances that will result in prolonged and profound changes to the community*”. *The extent to which a community adjustment committee can help mitigate the effects of change depends on a community’s ability to address various challenges, to develop solutions and translate their ideas into action. This means that community adjustment committees need to be fully aware of the major challenges that they will face. These challenges include:*

- *The need to re-tool the labour forces;*
- *The ability to work with workers and employers in the process of adjustment;*
- *The capacity to manage for change to infrastructure such as the tax base, effect on schools and health services, real estate values;*
- *The ability to consider and encompass competing agendas;*
- *The leadership needed to mobilize community leaders and volunteers;*
- *The development of alternative employment opportunities (business development diversification)*
- *The networking and partnership skills necessary for possible solutions including new public and private sector partnerships;*
- *The community’s flexibility to scale (up/down) community amenities to fit new realities.*

Ontario’s approach to Community Adjustment is similar to the Manitoba approach.

In the Red Rock community assessment process, over 100 hours were used in meetings with committees, businesses, residents and organizations. This allowed the CAC to undertake a comprehensive assessment of the community regarding the impact of the mill closure and in identifying the community’s concerns, suggestions, and opportunities regarding the future of this community.

While we understood the residents’ and businesses’ immediate concerns regarding their current status (jobs, future retail sales, etc.), we have put a lot of effort in motivating them to entertain a future for Red Rock without the Norampac Mill. The future of the Norampac Mill is an external factor outside the control of the community. While everyone hopes that the mill reopens, there is a need to prepare short- and long-term community strategic plans in the event that the Mill does not reopen. The CAC final report is based on this premise, that there is no mill in the future of Red Rock.

To assist in retaining a focus on our objectives, the CAC also developed a theme for the community review which was derived from an old sailor's saying: "*while you cannot control the wind, you can adjust your sails*". This became our theme and logo and was used throughout the review process:



In meeting our obligations, as specified in the CAC mandate, we have reviewed all local and regional aspects and have identified viable opportunities that can and should be put in place to arrive at a possible sustainable future for the community of Red Rock. This future lies in the community's ability to capture the passion, imagination and resources of its residents. Our community review and surveys have clearly identified the existence of high levels of passion and talent within the community with many residents willing to be involved in the future of the community. **What they lack and need is guidance on how to go about it.**

At this time, we believe that there are unique local and regional investment opportunities that could attract large amounts of dollars in investment, making Red Rock a destination and creating local jobs. Entrepreneurship opportunities do exist but "**nothing happens unless somebody makes it happen**". Potential local and outside investors need to be made aware of these opportunities.

The CAC also understands that the Municipal Council of Red Rock is limited as to what it can do regarding any new investment for the community. While the municipality has these limitations, it also has the responsibility to become an active leader and promoter of the community. The municipality does this by creating a positive investment environment to not only attract investment, but to also support and retain existing businesses and residents. This can only be accomplished by empowering community leaders to build partnerships with investors, government, businesses and the residents.

Our recommendations are based on the assumption that this Council will be proactive in creating this community investment and development approach and will play a leading role in the implementation of our recommendations.

It should also be noted that community development may not always mean growth; it does however always imply change. The community adjustment route leads to community development which is a process that takes charge of the conditions and factors that influence a community and changes the quality of life for its members. Community development is a tool for managing change and is therefore not:

- a quick fix or a short-term response to a specific issue within the community,
- a process that seeks to exclude community members from participating, or
- an initiative that occurs in isolation from other related community activities.

One of the primary challenges of community development is to balance the need for long-term solutions with the day-to-day realities that require immediate decisions and short-term actions. The community must also recognize that for change to occur they must be prepared to do away with some existing community quality of life features that they have become accustomed to.

## 2.0 Red Rock Community Adjustment Committee's Recommendations

The most critical element of the Community Adjustment mandate is to provide Municipal Council with viable opportunities to pursue in an effort to create and sustain employment opportunities and diversify the local economy and formulate action plans to promote such initiatives. In addressing these viable opportunities, which resulted from our comprehensive review of the community with the residents, the Northern Community Investment Readiness (NCIR) Test, and Rural Economic Development Program information, it became very apparent that in order to take advantage of potential opportunities, council must address community shortcomings that currently exist. To assist Council in understanding these identified shortcomings, we have included the Rural Economic Development (RED) Program Community-Readiness Checklist 20 Questions. We encourage members of Council to go through each of these questions. We are positive they will come to the same conclusion as we have, which is that the community of Red Rock is not investment ready.

<b>Rural Economic Development (RED) Program Community-Readiness Checklist</b>	<b>Level of Satisfaction</b>
<b>Leaders</b>	
1. Are there people in the community who are visionaries, action-oriented, and could be recruited to serve on a project-leadership team?	
2. Are there a number of people with skills to lead economic development plans and projects to completion?	
3. Is there an existing organization with a primary focus on economic development?	
4. Is there an organization in the community that will take a lead role and provide support to the project?	
<b>Citizen Involvement</b>	
5. Are there many community members involved in developing the community economy?	
6. Are citizens currently involved in organizing and running projects in the community?	
7. Are a variety of people from different walks of life currently involved in community economic projects?	
<b>Community Support and Volunteerism</b>	
8. Is there a strong volunteer force in the community, capable of sustaining a complex project over an extended period of time?	
9. Is there active municipal support for economic development?	
10. Is there active support of economic-development activities from a range of community organizations?	
<b>Organizations Working Together</b>	
11. Have there been successful community projects that involved community groups coming together for a common goal?	
12. Does your community have economic relationships with other communities and development institutions?	
13. Is the general quality of relationships among people and organizations in the community healthy?	
<b>Community-Based Planning</b>	
14. Does the community have a current, comprehensive economic strategy with an action plan?	
15. Does the community have an overall vision of what it wants to be like in the future?	
16. Is the community taking actions to influence its future?	
17. Is the economic development activity in the community well-organized and managed?	
<b>Community Communications</b>	
18. Do community members know and understand the vision and the plan?	
19. Is there regular communication among community groups to inform and involve each other?	
20. Do the leaders communicate progress to community organizations, volunteers, and citizens?	

Therefore, our suggested recommendations are set in order of priority and fall into four categories:

1. Create a Transition Environment (the “must do now” list)
2. Engaging the Community (residents, organizations and regional agencies must be involved)
3. Create the Community Development Tools (marketing, local investment funds, partnerships)
4. Development of Catalysts (reasons to come to Red Rock)

It will become evident in our suggested action plans presented to council tonight, that there are no recommendations regarding the provision of assistance to Norampac Inc. to reopen the mill. It is very clear to us that there are no viable actions that can be undertaken by the community to influence the reopening of the mill. The future of Red Rock is not the primary concern of the decision-makers and corporate shareholders. However, Norampac Inc. can assist the community of Red Rock in its transition phase by making certain land it owns, available for commercial development.

The Red Rock Community Adjustment Committee’s recommendations are presented in order of responsibility (who should implement the recommendation) and include:

1. Municipal Council, responsible for recommendations 1, 2, and 3
2. Community Development Committee, responsible for recommendations 4 - 11

Council must set the stage for development by ensuring timely implementation of the recommendations that fall under their responsibility. Great care must be taken to ensure the proper environment is created, which will play an important role in not only engaging the residents, but also other government and potential investors who will be major direct and indirect players in reinventing the community for a sustainable future.

## 2.1 - Creating a Transition Environment

The community needs to accept and face the realities of change in order to deal with its future. Change is not easy to accept but specific actions can be taken to create the proper environment to facilitate such change. Expected high energy costs, continued decline in population, global warming issues and nanotechnology (to name a few) will bring major change to the area. For change to be of benefit to Red Rock, it will require a commitment by municipal leaders to embrace such change and put in place the transparencies needed to lead the residents into a desired future.

### **Recommendation #1- Update and Improve Municipal Official Plan to make the Community Investment Ready**

**Definition:** An Official Plan sets out a municipality's general policies for future land use. The Plan deals with issues such as location of new housing, industry and commercial offices as well as identifying essential services such as roads, sewers, parks and schools.

**Clarifier:** The community of Red Rock is not investment ready, with only two vacant commercial lots and possibly 5 residential properties available. Marketing the community to attract new businesses requires re-zoning to create new commercial and light industrial properties. Most businesses will only consider serviced properties. To make the community investment ready the Official Plan must reflect the desire of the community as to what kind of development would be acceptable and encouraged. It must not conflict with the current aesthetics and quality of life.

**Suggested Implementation Strategy:** Municipal Council needs to initiate a complete up-date and revision of the Official Plan within the next 6 to 9 months. This is the leading process to make the community investment ready in order to properly market and support potential new development in the community.

**Potential Funding Resources:** Ministry of Municipal Affairs and Housing, Ministry of Northern Development and Mines, Northern Communities Investment Readiness.

### **Recommendation # 2 – Retain the service of a full-time Community Development Manager**

**Definition:** A full time Community Development Manager is an individual who assumes a leadership role in the community. He/she inspires, motivates, engages the residents and implements the collective plans of action, facilitates development by assisting and liaising with organizations and their annual events and activities, interacts with potential investors and government agencies, undertakes research, and prepares investment and marketing material. This person represents the interests of the community at the local and regional level.

**Clarifier:** Special attention has to be given to the hiring of a qualified individual to undertake the role of the Community Development Manager. Engaging the residents requires social skills to establish respect and credibility with the residents. He/she must also have a solid entrepreneurship background with strong abilities to understand the needs and concerns of potential investors with adequate research abilities. The Community Development Manager makes things happen through outside-of-the-box thinking and the creation of partnerships within and outside the community.

**Suggested Implementation Strategy:** The recruitment and hiring of the qualified Community Development Manager should be undertaken as early as possible in order to have the individual participate in the formation of the Community Development Committee.

**Potential Funding Resources:** Currently there is no funding program available to support the employment of a Community Development Manager. Creative partnership opportunities do exist to support the service of a CDM by offering some services for a fee.

### **Recommendation #3 – Establish a Community Development Committee**

**Definition:** A Community Development Committee is a committee of Council made up of appointed community volunteers, representing council, seniors, businesses, organizations, residents, physically challenged individuals and minorities.

**Clarifier:** Community Development is the planned evolution of all aspects of a community well-being (economic, social, environmental and cultural). It is a process whereby community members come together to take collective action and generate solutions to common problems. Our review has shown that the residents want to be involved in the planning process for the future. To be effective, such a committee must be properly structured, trained and made up of dedicated and qualified community representatives. The CDC then assumes the responsibility to develop, implement, and manage the community development strategic plans.

**Suggested Implementation Strategy:** A Community Development Committee should be established and in operation by the end of 2007. The council needs to put in place community development plans arrived at with the involvement of the stakeholders to make the community investment ready and to provide direction and a sense of stability for the local businesses and residents.

**Potential Funding Resources:** While no specific funding programs exist for the formation and operation of the CDC, funding for investment readiness, board training and strategic planning may be available through MNDM, NCIR, and FedNor.



## 2.2 - Engaging the Community

A community is made up of people with a vested interest in their community and who define their own environment, individually and collectively. Their activities in determining the future can be as simple as just electing members of council in good times, and/or by totally involving themselves in community development projects during difficult times. Either way, a community is driven by its residents and their desire to have a say in their future. Participation is also an individual activity where the contribution is directly associated with their ability and interest at the time. Making specific provisions for the inclusion of community residents in any change is of prime importance to ensure emergence of attitudes, opinions and acceptance. Residents have clearly voiced a willingness to be part of any proposed solutions.

<b>Recommendation # 4- Community Development Committee to be involved in Regional Activities</b>
------------------------------------------------------------------------------------------------------

**Definition:** Regional Development activities refer to participation with other surrounding communities on specific actions to facilitate economic development and tourism.

**Clarifier:** The community of Red Rock has to have a more proactive involvement in regional economic development activities. No community can act as an island especially when its residents are co-dependent on neighbouring communities for many of its services. Red Rock can benefit from regional initiatives and should play a bigger role in regional planning. This would result in qualifying for funding for local issues as new development in Red Rock will have a positive impact on the immediate region. The same is true when other communities succeed in local development. Regional participation would facilitate economically the marketing and promotion activities.

**Suggested Implementation Strategy:** A strong statement should be made early by the Community Development Committee dealing specifically with active participation on regional economic development initiatives. This should also include instructions to the Community Development Manager to actively participate in regional economic development organizations.

**Potential Funding Resources:** No funding would be required outside the usual operating budget.

## 2.3 Create the Community Development Tools

Community developments tools refer to activities that can be used to promote and attract visitors, business investments, and funding activities to support these initiatives. Specific action can be undertaken by Municipal Council, the Community Development Committee, and residents to not only market the community but also support new development initiatives.

### **Recommendation #5 - Facilitate the Establishment of a Local Investment Fund**

**Definition:** Local investment funds are money raised locally by the community (not the Municipality) and used as a tool to provide funding assistance to entrepreneurs in establishing a business in the community or to build facilities to support entrepreneurship. These funds, while creating a community-vested interest, can also be used for bridge financing or to leverage funding from other sources.

**Clarifier:** Local investment funds have been used successfully in many communities, providing assistance to small entrepreneurs to locate in the respective community. Community investment funds can be non-profit or for-profit and are usually established with local shareholders. The community of Red Rock has the capability, over a period of three to four years, to establish a local investment fund, which could play an important role in the future development of the community. Funding could be used to construct retail space, which could be rented out, providing a return for local fund investors.

**Suggested Implementation Strategy:** With the direct involvement by the Community Development Manager, a committee should be created in the early part of 2008 to pursue specific strategies to develop a local investment fund. A profit or non-profit corporate structure would be researched, including the potential advantages of a co-op.

**Potential Funding Resources:** No funding would be required as all can be accomplished internally.

### **Recommendation # 6 - Establish Annual Event Partnership Protocol with Local Organizations**

**Definition:** Annual events have the potential of becoming a major source of funding for development within the community. To benefit from these annual events, the Community Development Committee must be involved. A commercial partnership approach needs to be put in place to ensure a satisfactory return on investment. Establishing proper protocol would facilitate such a return, while giving the sponsoring organizations some needed assistance and guidelines for their events.

**Clarifier:** Annual events have a strong dependency on volunteer labour. This can be a serious concern and can also jeopardise the event. In Red Rock, most annual events will occur at the Marina and should be used to generate community development revenues. By having the involvement of the Community Development Committee, revenue-sharing procedures can be put in place along with policies to provide assistance to ensure a successful event. This could imply hiring workers for the event.

**Suggested Implementation Strategy:** The Community Development Committee should explore the annual event partnership protocol during its Community Strategic Planning phase. This would provide a framework for the community and establish partnerships.

**Potential Funding Resources:** No special funding would be required.

## **Recommendation # 7 – Adopt an Official Theme for the Red Rock Community**

**Definition:** An official theme refers to a set of words that can be associated with a community, referring to something unique and arousing curiosity amongst travellers; for example, the Sleeping Giant is associated with Thunder Bay. For instance, the author, James Demers, a past resident of Red Rock, is offering First Right of Refusal on the copyright title of his book which could be used as an official theme for the community. Such themes are used in tourist promotions and marketing activities.

**Clarifier:** Many communities have achieved excellent results in being identified with something unique. Red Rock needs to capitalize on all of its assets, which include the success of its residents. The Ear of the Wolf refers to Lake Superior's resemblance to the head of a wolf. Red Rock is on the shores of the Nipigon Bay that resembles the ear of the wolf. People can easily relate to this, and if properly used in promoting and marketing activities by the community, it can be an important attraction along with other physical assets. Mr. Demers makes reference to many annual events that can also be developed from the use of this theme and funding sources. Events such as the Ear of the Wolf Sailing Regatta, the Ear of the Wolf Historic Bay Tours, etc., have the potential to be major attractions for tourism. Such gatherings could also be used to attract other investments in accommodations and special souvenirs. The community of Red Rock needs its own unique identification to assist in marketing and promotion.

Example of a sign at the highway 11/17 junction using the suggested:



**Suggested Implementation Strategy:** A theme should be officially adopted by Municipal Council and be part of a marketing and promotion strategy.

**Potential Funding Resources:** Funding for its use on pamphlets, signs and billboards could be accessed through the Ministry of Tourism and or other business sponsors..

## 2.4 - Development of Catalysts

The following development recommendations are the result of our review and interaction with the residents, organizations, and businesses of Red Rock. These developments, while undertaken specifically by the community, should be viewed as a means for the attraction of other investments within the community. Investment will not occur if there is no market. These recommended catalysts are used to develop a market, and once in place developers will do the rest.

### **Recommendation #8 – Develop serviced camping facilities at the Marina**

**Definition:** Assist and Facilitate the final development stage of the Red Rock Park and Marina as per the Final Report of the Schollen & Company (June 2003)

**Clarifier:** The Final Report on the Red Rock Park and Marina provides for the development of serviced and unserviced camp sites. This undertaking would not only enhance tourism visits, which would benefit existing businesses, but would also be a catalyst for other potential investments by small businesses. Potential new small business opportunities include specialty souvenir shops, small boat rentals, sailing schools, boat tours, and eco-tourism.

This enhancement would also benefit existing and future new annual events by accommodating more tourists

**Suggested Implementation Strategy:** The Community Development Committee should establish a special Park and Marina Development Sub-Committee, to oversee the development of the waterfront and camping facilities. This sub-committee should be established by December of 2007. This sub-committee would also address such issues as development planning, funding applications, partnerships, community in-kind contributions and special fund-raising events.

**Potential Funding Resources:** Along with in-kind and partnership contributions, other available sources may include the Northern Ontario Heritage Fund Corporation's Infrastructure Program and FedNor's Trade and Tourism Initiative.

### **Recommendation #9 – Develop an all-season nature trail around the base of the Red Rock Hill**

**Definition:** The proposed all-season nature trail would follow the perimeter base of the Red Rock hill and be built to be accessible to youth, seniors and handicapped people. The trail would be a hard-surface type construction with picnic sites at designated points along the trail. Bicycles, electric- or gas-powered golfing type carts, and walking would be permitted and cross country skiing allowed in the winter months.

**Clarifier:** Trail development as a catalyst is used to give reasons for tourists to come to Red Rock. The success of such an endeavour by the community could lead to the attraction of entrepreneurs to invest in the construction of modern accommodations. If the market is established, entrepreneurs will be more than willing to invest. Trail development can be a significant and important attraction for Red Rock. It could be marketed to all segments including bus tour operators. The approximate 8 km trail must be constructed in a unique way, making it completely different from anything that currently exists. It could also become a major tool for fundraising by the local organizations and the municipality. The trail would also be a catalyst for other new businesses such as special trail bicycles, accommodations, souvenirs, tour guides, etc. Trail development is supported by the Ontario Resource-Based Tourism Diversification Opportunity Report, December 2002, Province of Ontario.

**Suggested Implementation Strategy:** Under the supervision and leadership of the Community Development Manager, a special community-based trail committee should be formed to explore its development. The talent and expertise already exists within the community. Partnerships can also be created with other regional economic development organizations, businesses and local colleges.

**Potential Funding Resources:** The Provincial Government has funded such initiatives when shown to be of regional interest. Other possible funding sources include FedNor, partnerships with colleges, local citizens, businesses, and the assistance of special fund-raising events. Contributions in-kind play an important role in the development of such an attraction.

### **Recommendation # 10 – Re-Zone Open Space to allow for Commercial Use**

**Definition:** The Community of Red Rock has an acute shortage of serviced commercial property available for development. The area zoned open space facing the marina offers the best location for commercial development, such as a small mall and hotel. Re-zoning this property makes the community investment ready by allowing it to call for submission from potential investors.

**Clarifier:** A small mall with adequate office and retail space connected to a full service hotel will become a critical development for the community if it succeeds in making Red Rock a destination. Such a mall facility would also be of prime importance for the attraction of new residents and seniors. This type of development must be specifically marketed to potential investors.

**Suggested Implementation Strategy:** With the official plan up-dated, to accommodate this type of development, calls for proposals should be professionally prepared and made available to potential investors. With proper research and assistance from other agencies, potential investors can be identified and contacted. This should be prepared for early summer 2008.

**Potential Funding Resources:** Funding for this initiative should be available from FedNor, Ministry of Northern Development and Mines and NCIR.

### **Recommendation # 11 – Allow for more commercial use in the Recreation Centre**

**Definition:** The Red Rock Recreation Centre has been vital to the community by providing, not only a facility for recreational activities, but also commercial operations and a central social gathering place for the residents. Possible reconfiguration of the Recreation Centre to permit commercial use and space to generate additional supporting revenues should be investigated.

**Clarifier:** Understanding the plight of the municipality regarding its loss of taxation related revenues, the municipality must be diligent in its cost savings approach. It needs to ensure that any operational savings plans have minimal impact on other local businesses and the quality of life of the community. The Recreation Center has played a pivotal role by being the social center in the community. The Recreation Center may be able to be reconfigured with separate metered electrical systems to allow for continued use of certain parts and allow for businesses to operate. The Curling side may be convertible to permit small fabrication or retail operations.

**Suggested Implementation Strategy:** The community of Red Rock needs to explore the possibility for the reconfiguration of the Recreation Center to determine its potential for the accommodation of other opportunities. This review should be done by the end of 2008 and marketing material should be included in the Investment Readiness package.

**Potential Funding Resources:** Ministry of Municipal Affairs and Housing Infrastructure Program and other agencies could be approached to undertake the assessment and work to reconfigure the Recreation Center.

### **Red Rock Community Profile for Investment Readiness**

With direct financial assistance from the Northern Community Investment Readiness Initiative of the Northern Ontario Heritage Fund Corporation, the Red Rock Community Adjustment Committee was able to prepare a Community Profile. The profile will be an important tool to attract investment to the community of Red Rock. It will provide all the pertinent information about the community for potential investors and/or developers. This profile template has been developed in such a way that it can be easily maintained and up-dated by the Municipality.

## **Closing Remarks**

It goes without saying that the community of Red Rock is faced with the need for radical change. The culture of change consists of great rapidity on one hand and equally provides great potential for creative breakthrough on the other. Change is less about strategy and more about facing the realities of a new economy. While change is a fact of life, to try and ignore it or not prepare constructively for it can place the future of the community at risk.

Red Rock is in a state of transition. Transcending from the current state to the desired state represents the most difficult and hazardous part of the process. Resistance to change is very likely; achieving strategies to ease the community through the turbulence of transition is crucial.

Communities do not resist change; people do. A major obstacle to sustainability and growth of a community is the inability to change people's attitudes and behaviours as rapidly as required. The lack of entrepreneurial thinking is always a barrier to future initiatives of promoting and attracting new business. The needs of an individual must never outweigh the needs of the collective.

People must realize that change is imminent. However, awareness of change should not be interpreted as a thorough understanding of the scope and impact of the change. Awareness is merely an acknowledgment that change is happening and required. This will best be accomplished through awareness, understanding, commitment and acceptance of a planned strategy for change. But most importantly, the residents must be part of and engaged in the process.

A community development strategic and implementation plan will open the door to many new partners willing to support community initiatives for growth. Municipal council must make this happen by putting in place the necessary tools. The winds of change have descended on the community of Red Rock and adjusting the sails must be a collective effort on the part of the community under the guidance of Municipal Council and always celebrate its success no matter how small the initiative.

On behalf of the Red Rock Adjustment Committee, we thank you for the opportunity to be part of this adjustment initiative with a special thanks to committee member Michael Groulx, CAO for his professional advice, guidance and input into the process. We look forward to your leadership as this community faces the challenges of its rebirth to the exciting era of the new tomorrow.

### **3.0 Red Rock Community Adjustment Committee Terms of Reference**

The focus of the assessments will be multi-dimensional in scope. Direct and indirect impacts of the declining employment opportunities on social services, education opportunities, recreational services, service groups, volunteer-based organizations, local youth and the local economy must be identified and measured. Current infrastructure and municipal services must also be assessed to identify any potential for enhancement or redeployment of available resources. Viable opportunities and/or options will be identified and strategized.

#### **Deliverables:**

##### **Phase 1-Research & Consultation**

1. Review available relevant analytical data to assess recent changes to the local environment in matters of economic decline, employment opportunities, social decline, and recreational/culture opportunities.
2. Identify and convene a meeting of potential stakeholders, including but not limited to:
  - a) Local business enterprises
  - b) Financial institutions (local Credit Union)
  - c) Emergency service providers (O.P.P., Ambulance)
  - d) Education community (local school trustees and staff)
  - e) Community groups (senior's group, charitable and service organizations, sporting Associations)
  - f) Public sector services (municipal council, Ministry of Northern Development and Mines [MNDM], Northern Ontario Heritage Fund Corporation [NOHFC], etc.)
  - g) religious entities

To prioritize areas of concerns, needs, and barriers and to form the Community Adjustment Group and sub-committee(s). The main C.A.C. will be comprised of representatives from the industrial sector (1), commercial sector (2), council (1), MNDM (1), general populace (2).

3. Conduct a public meeting to provide information and purpose, and solicit volunteers to serve on required sub-committees.
4. Identify strengths and limitations of the municipality, the existing infrastructure or lack thereof and local and regional assets.
5. Identify concerns of volunteer groups, charitable organizations and service clubs facing a decline in populace of volunteers and disposable income. Such organizations are essential to the culture well-being of a community.
6. Formulate a blueprint in order to ensure a quality lifestyle for remaining residents in the event of a continual decline in population.



## **Phase 2-Implementation & Planning**

7. Formulate an action plan to promote the assets of the immediate area and municipality to attract new residents to the community.
8. Formulate an action plan to maintain essential municipal infrastructure and municipal services
9. Identify viable opportunities to pursue in an effort to create and sustain employment opportunities and diversify the local economy and formulate an action plan to promote such initiatives.
10. Seek out potential funding resources to facilitate deployment of action plans developed by the committee.

## **Phase 3-Beyond**

11. At the completion of the project the Township will form an Economic Development Committee to work in conjunction with council to establish a business plan and budget to pursue viable initiatives identified in the report and lobby the potential sources to achieve the predetermined goals.

### **Community Adjustment Committee Members**

Yvon Desroches- Coordinator/Chairman  
Dana Houston – Youth representative  
Chic “Joyce” McCabe – Citizen  
Shelly Boudreau – Business  
Jackie Brewer – Financial  
Mic Groulx – Township of Red Rock

Leah Tees, Administrative Assistant  
Trudy Bellamy – Citizen  
Gary Nelson – Council Representative  
Liz Harvey-Foulds – Live From the Rock  
Judith Sobush – Citizen  
Micheal Nitz – Financial

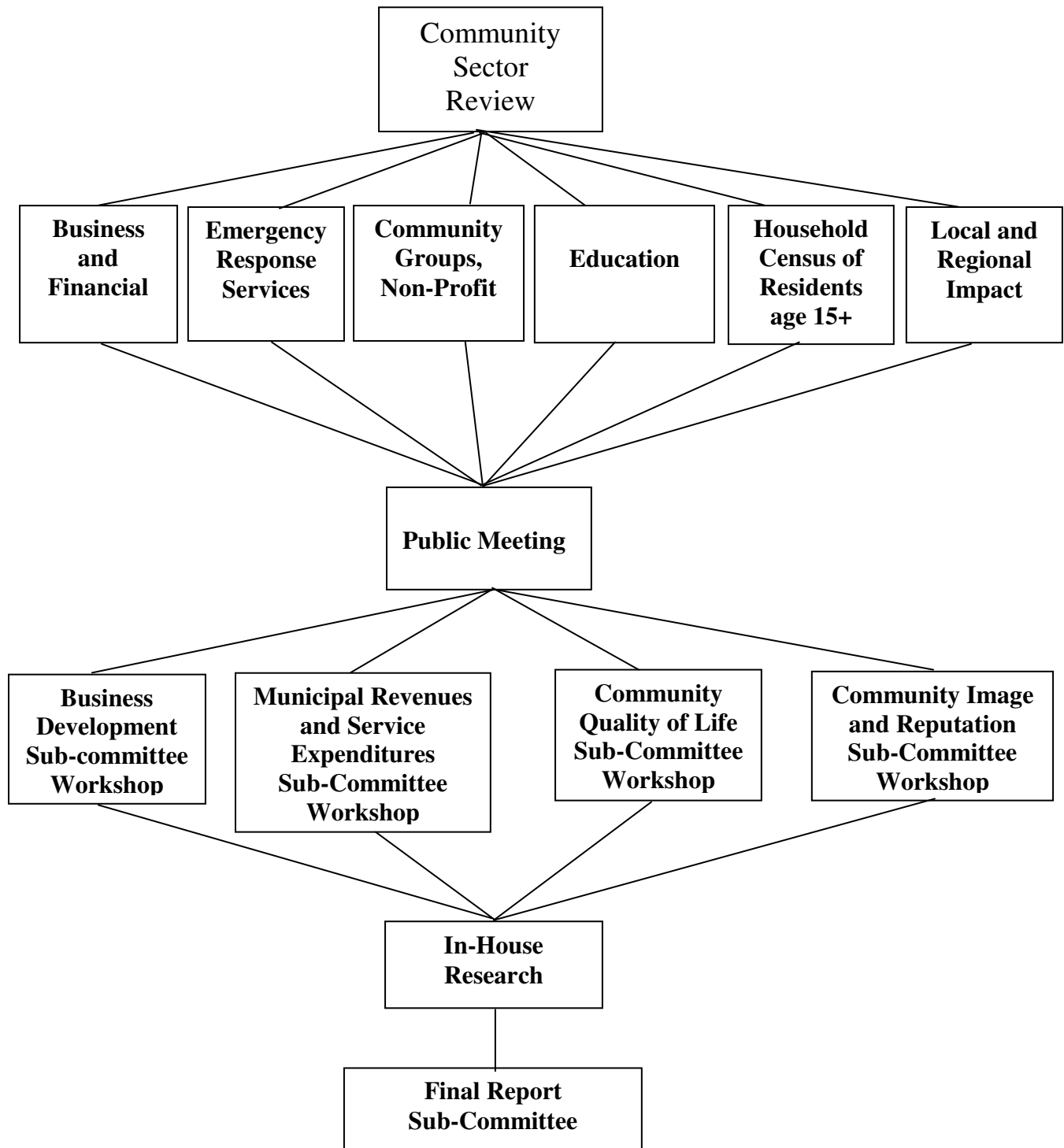
### **Resources**

Terry Walker – MTCU

Guylene Levesque - MNDM

#### 4.0 Methodology (Committee activities)

The first priority of the CAC, after their appointment, was to provide them with the understanding of the review of the CAC mandate. This was given in a special workshop where the CAC members received copies of the mandate and were given a preview of the importance of understanding their community. At our second CAC meeting, a community review plan was presented and adopted by the members. Because a community is made up of many segments, the approved approach was to divide the community review into sectors, workshops, sub-committees, research and final report.



### **Business Partnership**

In the review process the CAC was also successful in forming a partnership with the local business sector to contribute financially and promote the engagement of community residents in participating in the household census and the public meeting. This financial partnership allowed us to secure additional funding from NICR to hire 10 local interviewers to undertake the household census. With over 400 residents attending the public meeting we were also able to engage them into participating on sub-committees.

## **5.0 Background of Red Rock, A Community in Transition**

### **The Township of Red Rock**

The history of Red Rock is well documented with European explorers arriving to the area around 1658, but development as a community began in the late 1930's. Typical to the Northern Ontario development era, Red Rock was basically built as a work camp for the paper mill and forestry workers. The community at that time was developed and managed as determined by the needs of the mill owners for the attraction and retention of workers. Red Rock, which is within the Township of Nipigon, later became an Improvement District with an elected municipal council, where all council decisions were subject to final approval by the Ontario Minister of Municipal Affairs. With the expansion of the Improvement District in the 1960's, the community of Red Rock was given official municipal status in 1980. The Mill owners had already transferred many of the responsibilities for the maintenance and ownership of recreational buildings and properties within the community. This included the selling of homes occupied by mill workers.

To this day, the community of the Township of Red Rock has been managed in an efficient manner as a "Paper Mill" town, ensuring that the community infrastructures and services met the needs of the residents and mill workers. They never needed to evolve beyond this status quo, which also includes limited involvement in regional development initiatives. This also applies to the downtown commercial district. The community has a small, weak business sector with very little mix of retail businesses. This leads to a higher leakage as many residents must travel outside the community for many of their needs.

The Township of Red Rock is a small community situated eight kilometres from the Trans-Canada Highway 11/17, and comprises of a small hamlet located on the shores on Nipigon Bay of Lake Superior, approximately 20 kilometres from the Town of Nipigon, the nearest build-up area. The township is also comprised of a rural area along Highway 628, and extends north past Highway 11-17.

The Red Rock Public Works Department maintains approximately 18.5 km of roads in the municipality and surrounding area. Public Works also maintains the marina, curbs and sidewalks, garbage collection and landfill, collection and treatment of sewage, and water treatment. The community also provides fire protection within the Township borders with a compliment of 22 volunteer firefighters.

The urban section of the township, where the Norampac Mill is located, includes 370 households and 13 businesses which are all serviced by municipal water and sewer, hydro and natural gas. In the urban section we also find the Municipal office with the library, the road work garage and volunteer fire department, the recreation complex, and the water pumping and filtration buildings. Also located in the urban section are two elementary schools, one separate, and one public, and the District high school. Other facilities include the Royal Canadian Legion Hall, and two churches.

The rural section has 116 households that are not serviced with municipal water or sewers and are mostly located along highway 628 and highway 11-17.

## **Municipal Official Plan**

An Official Plan sets out a municipality's general policies for future land use. Local government develops the Plan through consultation with the citizens of the community, who help to ensure that future development will meet its needs. The Plan deals with issues such as location of new housing, industry and commercial offices as well as identifying essential services such as roads, sewers, parks and schools. These policies are implemented in a Zoning/Land-Use Bylaw that provides for the day-to-day administration.

The Township of Red Rock last revised its Official Plan in September of 1996. The goals of the Red Rock Official plan is stated as follows:

### **4.1 GOALS**

1. The goals of Council are to encourage community improvement by developing a strong framework to guide community improvement activities in order to maintain the community as a desirable place to live, and to encourage additional employment and business opportunities by creating a positive investment climate.

As mentioned earlier, the Community of Red Rock has been managed in a very effective manner. It has maintained a good level of services in regards to its infrastructure (roads, water and sewers, and waste collection) which today only requires regular maintenance and very few capital improvements, other than what is required through new provincial legislature.

The current water system which also supplied the Norampac mill, could probably now support another 1,000 new households in the community or a couple of light manufacturing industries. Open space, parks, and the recreation complex, including outdoor swimming pool, have been maintained and operated keeping an above standard quality of life for a community of this size.

The community of Red Rock did not actively pursue improvement in available commercial properties to facilitate new business opportunities. This results in only four commercial lots being available for commercial purpose in the Township. Adding to the shortage of commercial properties, we also find 38 properties in the community of Red Rock that are still owned by Norampac Inc. These 38 properties, which include the mill site, represent over 1006 acres.

(See attached Map attached to Appendix.....)

Domtar Inc. owns three properties in the community, representing 0.64 acres.

## **Regional Involvement**

Residents of the Township of Red Rock are very co-dependent on neighboring communities for many of their daily needs such as retail, medical access and drug store services, fuel for vehicles and other specialized services for their households. This also includes dependencies on other larger communities such as Thunder Bay, located 97 km to the West.

Through past negative experiences on regional initiatives, including joint research and tourism promotions, the community of Red Rock has not evolved as an active regional player. This lack of active regional participation resulted in poor promotion for the community. Regional assets such as the Nipigon Trail, the Tourist Information Center, the Marina, the Folk Festival and the annual Red Rock Fish Derby have not been exploited to their full potential, denying many opportunities for new businesses and the marketing of the community to tourism, and new residents and businesses.

## **6.0 Community Sector Analysis**

### **Community Analysis**

In summarizing and identifying community strengths, limitations, opportunities and barriers, we have relied on the information captured from our research along with the surveys and other community sectors such as Businesses, Public, Social Organizations, and Emergency Response Services and of the Sub-committee workshops held.

### **6.1 Business Sector (See Appendix A )**

Based on a CAC approved Business Partnership Strategy, the business sector was asked to respond to a specific questionnaire before the January 18/07 partnership workshops. With this information and that which was captured in the Business Development Sub-Committee Workshop, which was held April 26, 2007, we are able to provide an overview of their contribution to the community, their concerns resulting from the closure of the Norampac mill, and the perceived barrier to future development.

#### **Contribution**

- Of those 11 businesses located in the Red Rock community, 58.3% reported total wages paid out to all employees in 2006 amounted to \$572,900.00.
- 54.5% reported a total amount of \$39,220 being paid in business property taxes. According to municipality of Red Rock, commercial tax represents 1% of total revenues.
- 27.3% of businesses reported a decrease in employment opportunities in the last 12 months while 9.1% reported an increase and 63.6% reported no change.
- 66.7% expect a decrease in sales in 2007 while 8.3% project an increase in sales.

#### **Major Concerns and Barriers to Development**

- Economic impact of mill closure
- Decreasing and aging population
- Unstable economy
- Lack of diversification of industry
- Not a very big market
- Municipal leadership (Lack of planning/vision)
- Long winters/short tourist traffic
- Many people shop in Thunder Bay
- No large piece of lakeshore property to purchase
- Very few commercial properties
- No Economic Development Office

## **6.2 Social Organizations (See Appendix B)**

### **Overview of Red Rock Community Social Groups**

Neighbourhood groups, local organizations, and clubs all add tremendously to the quality of life in a community by providing a vehicle for social interaction through their programs or activities.

Seniors, youth or religious groups offer many opportunities to the residents for such activities as the enhancement of local structures, the exchange of ideas and discussions on important community issues. Such regular gatherings are an essential element for building understanding and trust, which results in a stronger and healthier community. In the community of Red Rock, we find 18 social organization groups providing a variety of activities for youth, adults, seniors and the community at large.

In order to identify the contributions and concerns of volunteer groups, a special survey questionnaire was developed and distributed to all organizations within the community of Red Rock. To also assist, we have included two other organizations that have direct involvement with the community even though they are not physically located in the community.

### **Contribution**

- 11% of the organizations reported providing fulltime employment to three persons and 22% of the organizations report providing part time employment to 5 workers.
- Combined annual operating expenses reported by all organizations amounts to \$289,980.
- 78% of all organizations reported holding annual events in the community of Red Rock.
- 44% reported that they do make regular purchases from Red Rock businesses.
- Combined annual fund raising undertaken by 72% of these organizations within the community amounts to \$30,800.
- Total donations made by 50% of the surveyed clubs to other organizations within the community of Red Rock are \$20,325.
- 

### **Social Groups Concerns**

- All organizations reported concerns regarding the availability of future volunteers with the declining population resulting from the out-migration of Norampac workers.
- Aging populations
- Very low participation level of volunteers

## **6.3 Emergency Response Services (See Appendix C)**

Recognizing that Emergency Response Services (ERS) are a vital element of not only quality of life for a community but they are in most cases legislated by Federal and Provincial Government. Also, Municipal liability, due diligence and insurance dictate what minimum services must be available to the stakeholders of a community.

In the Township of Red Rock the following ERS are provided for by the municipality through direct services or by cost-sharing regionally/provincially managed services such as police and health. Community ERS services include Life Guards at the public pool and Fire protection, which are provided directly by the municipality, and Police and Ambulance services provided by regional/provincial organizations.

Protection amounts to \$428,897 which represents 15% of the municipal budget.

For purpose of this ERS summary, this report will provide an overview of the four ERS organizations individually.

### **6.3.1. Fire Protection Services**

Fire Protection services to all residents and businesses in Red Rock are provided by the Red Rock Volunteer Fire Department. The Fire Department is located at the municipal garage on Rankin Street of which 350 square meters of this building is used for the Fire Hall. This building was constructed in 1946.

### **Employment/Volunteers**

No full or part time employment is provided as this is a volunteer service. Currently, 22 volunteer residents provide fire protection services using equipment and training provided by the municipality. Since the closure of the Norampac Mill in November of 2006, the volunteers have lost their Fire Chief and 4 other volunteer firemen. A new Fire Chief has since been appointed from the remaining volunteers. Previously, a normal contingency of volunteers was maintained at 26 but since the mill shutdown, turnover has become high, creating recruitment problems. The recruitment problems are the direct result of lack of interest by local residents.

It is expected that continued decline in population will make the recruitment of volunteer firemen more difficult.

### **6.3.2. Police Services**

Police Services is provided under contract with the Township of Red Rock. The main Police office is located on Highway 11-17 in Nipigon in a building constructed before 1990 and owned by the Province of Ontario.

The Police detachment employs 33 full time officers and staff to service the region. **The closure of the Norampac Mill had no affect on the number of officers or staff and they have a very low turnover in employees.** Currently only one OPP employee is a resident of Red Rock.

Total cost to the Township of Red Rock for Police Services is \$306,568.

### **6.3.3. Superior North Emergency Medical Services (Ambulance)**

Ambulance service provided in the Township of Red Rock is part of a district wide organization with headquarters in Thunder Bay. The Superior North EMS provides land ambulance services in the district at 17 community stations across the region. Cost of EMS operation is shared with the provincial Government and municipalities in the Thunder Bay region.

### **Red Rock EMS Station**

The EMS station located in Red Rock is comprised of a 1600 sq ft. building built between 1991 and 2000. This building is being rented by the Superior North EMS.

### **Employment in Red Rock**

Currently the EMS station in Red Rock is manned by 4 full time employees and 2 part timers. In the last twelve months, the employment situation has seen a reduction of one part time employee. While turnover of employees is very low, recruitment is a problem due to low call out volume, on-call hours associated with shift schedules, and similar job opportunities across the province. Red Rock EMS usually hires one summer student.



Of the six currently employed at the Red Rock EMS station, three full time and one part time are actual residents of the Red Rock community.

The Red Rock EMS has an annual operating budget of \$87,040. Municipal contribution to the regional ambulance services is \$89,297.

Goods and services purchased from Red Rock businesses include rooms and meals, snow removal, and rental of the building from the Nipigon District Memorial Hospital.

The closure of the Norampac Mill or further reduction in population in the community **is not expected to have a direct impact on the level of services or employment at the Red Rock EMS**. This is based on the response of the ERS questionnaire received from the Superior North Emergency Medical Services Red Rock Station.

#### **6.3.4. Red Rock Public Pool Life Guards**

The outdoor public pool facility is operated and maintained by the Township of Red Rock, during the summer only. Because of the seasonal nature of the operations, qualified summer students are hired to provide life guard services during operating hours.

The municipality budgets a total of \$30,898. for the operation and maintenance of the pool, which is done using the employees of the Recreation Centre.

**Change in population (decrease) would most likely cause a reduction of seasonal employment opportunities for students.** The respondent did indicate that recruitment of qualified life guards is a problem due to the lack of qualified guards in the area.

#### **6.4 Education Sector (see Appendix D)**

Red Rock is home to two elementary schools and the Nipigon-Red Rock District High School. The Nipigon-Red Rock District High School provides educational facilities for residents from the surrounding communities that include Nipigon, Hurkett and the Red Rock and the Rocky Bay First Nation reserves. Two District School Boards are responsible for the operation of these schools. The Superior Greenstone District School Board, located in Marathon, is responsible for the Red Rock Public school and the Nipigon-Red Rock District High school. The St Hilary Catholic School is under the direction of the Superior North Catholic District School Board, with its head office located in Terrace Bay.

While both school Boards have experienced an ongoing decline in enrolment over the past few years, Superior North Catholic DSB saw a decrease of 4% from 2005-2006 to 2006-2007 school years and Superior-Greenstone DSB faced a decrease of 8% from 2005-2006 to 2006-2007 school years. Both District School Boards project continued enrolment decline for the next school year. SGDSB projects an overall decrease of 6.5% at the elementary level and a 5.4% decrease at the secondary level. SNCDSB projects an overall decrease of 2% for the 2007-2008 school year.

At the local level in Red Rock:

**St Hilary Catholic School** experienced a 20% decrease in its 2006-07 enrolment. They are projecting a continued decrease in the amount of 35% for the 2007-08 school year and a potential small reduction in employment. Currently, St Hilary provides employment for 10 persons, made up of 5.5 full time teachers, 2 Education Assistants, 2 full time staff and caretakers and 1 principal.

**Red Rock Public School** experienced an increase in enrolment of 1.6% from 2005-06 year but is projecting a decrease in enrolment of 12.9% for the 2007-08 school years. Currently the Red Rock Public School employs 6 full time teachers, 2 full time Education Assistants, 1 Principal, and 2 full time and 2 part time staff and caretakers. They are also projecting a decrease in employment for the next school year.

**Nipigon-Red Rock District High School** experienced an 8% decrease in enrolment from the previous school year and are projecting a further decrease of 3.6% for the 2007-08 school year. It should be noted that the high school was built to accommodate 800 students. Total students enrolled in the 2006-07 school year amounted to 291, which represents an occupancy rate of 36.4%. Employment at the Nipigon-Red Rock District High School for the 2006-07 school year stood at 41, made up of 1 Principal, 20 full time teachers, 3 part time teachers, 7 full time Education Assistants and 2 EA's on a part time basis. Also employed are 8 staff and caretakers.

Total current employment in the Red Rock schools is 64.5 and all three schools are projecting a reduction for the 2007-08 school year.

## 6.5 Household Census of Residents (See Appendix E)

### Population and Dwellings, Statistics Canada, 2006

	Total Region	Red Rock	% of Region	Nipigon	% of Region	Lake Helen	% of Region	Hurkett	% of Region	Dorion	% of Region
Population 2006	3,762	1,063	28.3%	1,752	46.6%	283	7.5%	285	7.6%	379	10.1%
Population 2001	4,201	1,233	29.4%	1,964	46.8%	274	6.5%	288	6.9%	442	10.5%
Change 2001-2006	-439	-170	38.7%	-212	48.3%	9	-2.1%	-3	0.7%	-63	14.4%
% + (-) 2006-2001	-10.4%	-13.8		-10.8		3.3		-1		-14.3	
Private Dwellings	1,739	490	28.2%	837	48.1%	97	5.6%	127	7.3%	188	10.8%

#### 6.5.1 Population and Dwelling Count, Red Rock CAC Census, February 2007

Based on the CAC Census taken in February 2007, the Red Rock community lost an additional 139 residents, which is directly associated with the Norampac Mill closure. This population reduction, when combined with Statistics Canada's Census, represents a 25% loss of population since 2001. As for the households, we find a reduction in Red Rock of four dwellings from 490 in 2001 to 486 in February 2007. This reduction in private dwellings is the result of old properties having been demolished.

Population, Statistics Canada, 2006	1,063
Population, Red Rock CAC Census, 2007	924
Population change from 2006 -2007	139
% population change 2001- 2007	25.%
Private Dwellings	486

## Demographics – Age Characteristics of the Population

	Statistic Canada 2001	CAC Census 2007	Change in % + (-)
Total – All persons	1,225	924	(25%)
Age 0-14	270	166	(8.5%)
Age 15-24	140	67	(6.0%)
Age 25-44	350	216	(10.9%)
Age 45-54	200	182	(1.5%)
Age 55-64	120	122	0.2%
Age 65+	145	171	2.1%
% of population ages 15 and over	78%	82%	4.0%
% of population 65+	11.8%	18.5%	7.3%

### Change in Population and Employment Analysis

A population change usually affects those ages of 15 to 54. This age group is more likely to relocate for employment or educational opportunities. In Red Rock we find a total reduction of 18.4% in this age 15 to 54 group. Based on the Red Rock CAC Census, the Norampac Mill closure resulted in 148 Red Rock residents losing their jobs, which represent 26.8% of all local residents who reported income. Of those 148 residents who lost their employment due to the closure, 51% have already secured employment elsewhere. It should be noted that many of those displaced workers have maintained their families in the community of Red Rock and commute to and from the site of their new employment.

### 6.5.2 Unemployment Rate

The current unemployment rate for the community of Red Rock stands at 11% which is 3.3% higher than the Northwestern Ontario region (Economic Region 595 Labour Force Trends – Third Quarter 2006, Service Canada).

The closure of the Nipigon Multiply in the community of Nipigon, due to destruction by fire, has had minimal impact on the Red Rock community labour force, affecting only three Red Rock residents.

Based on the CAC Census undertaken in February 2007, there are currently four sectors which provide 148 jobs in the community of Red Rock. The education sector provides the most jobs at 19% of total employed, the public sector at 13%, and the small businesses at 11% of the current jobs. The “Others” sector includes special contractors working on specific projects within the community. Most of the other employed residents living in Red Rock have jobs outside the community.

### Township of Red Rock Ontario Works Recipients

Year	2004	2005	2006	2007 (to date)
Number of recipients	5	10	14	10

Thunder Bay DSSB

### **6.5.3 Occupancy and Vacancy Rate**

As of February 2007, the vacancy rate for the Red Rock community stands at 21% with 39 properties for sale, of which 11% are unoccupied dwellings. One of the questions asked during the February 2007 census was if the household residents had specific plans to move out of the community within the next twelve months. Of those who responded to the question, 30, or 8%, indicated that yes they plan to move out of the community and 262, or 70.2%, said they had no plans to move, while 81 or 21.75% reported that they were unsure or didn't know.

As of July 10, 2007 the number of properties for sale stood at 36 with one multi-dwelling, this number reflects three properties that were sold since February. This represents a decrease of 7% in properties for sale from the household census taken in February 2007.

### **6.5.4 Quality of Life Issues**

#### **What makes a place where people want to live, work and find satisfying life?**

*Communities are places where people want to live and work, now and in the future. It meets the diverse needs of existing and future residents, which is sensitive to their environment, and contributes, to a high quality of life. These communities are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all.*

In Part 2 of the household survey, we asked the respondents to rate 22 Red Rock quality of life issues. The rating used was 1 (for Poor) to 5 (for Excellent) with 6 for don't know. It became very clear that those residents are very passionate about their community and rated most quality of life issues very high. One quality of life issue that really stood out was the satisfaction with Municipal services, where 93% of respondents gave a rating of 3 +. This reflects on the efficient Municipal management approach that has been in place for many years. Another issue of importance was the satisfaction with access to medical services. Even though the Medical Clinic and Hospital are located in the neighbouring community of Nipigon, 80% of respondents gave this issue a rating of 3+. This is an important quality of life issue for young families and seniors. Over all, the quality of life of the Community of Red Rock was rated high by all respondents, with the exception of employment opportunities.

### **6.5.5 Local and Regional Impact**

It goes without saying that the closure of the Norampac Mill had a negative impact on the community of Red Rock and the immediate region. Of the 300 mill workers who lost their employment 50% were residents of neighbouring communities. The shut down had a rippling affect on the immediate region creating uncertainty in many sectors and causing an out-migration of many residents in all communities. Some of the main effects include:

- Loss of stable local employment opportunities
- Loss of major industrial property tax revenues for municipality
- Reduction in weighted assessment for social services
- Devaluation of property values
- Loss of many talented community volunteers
- Loss of retail trade
- Reduction of school enrolment, leading to potential lay-off of teachers
- Potential closure or reduction of municipal services
- Increase in residential and business property taxes
- An overall decline in confidence of the area for future development

## **7.0 Sub Committee Analysis and Project Reports**

As a result of the Strength, Weakness, Opportunities, and Threat analysis sheet collected at the public meeting, held March 21, 2007, four sub-committees were established to further explore the suggestions made by the residents who participated in the public meeting. These four sub-committee workshops dealt with Business Development, Municipal Revenues and Service Expenditures, Community Quality of Life, and Community Reputation and Image. Each sub-committee workshop identified specific issues that were further researched for their viability by the CAC staff, and if proven feasible were to be included in the recommendations of the final report.

### **7.1 Business Development Sub-Committee Workshop (see Appendix F)**

With thirteen residents participating, the workshop was divided into two groups to answer three questions:

1. What type of businesses could be encouraged by the municipality to be set up in Red Rock?
2. What would be the biggest challenge faced by the Municipality in attracting such businesses?
3. What should the municipality do to make this happen?

The groups were then asked to select three ideas which would then be further researched by the CAC staff for their viability and to take into account the challenges the Municipality would have in attracting these business ideas.

#### **The type of businesses which could be encouraged by the municipality are:**

##### **1. Gas Station with restaurant and souvenir shop**

Further research by the CAC staff showed that the community of Red Rock had a monthly potential gas sale volume of 70,000 litres. After discussions with a regional gas wholesaler/distributor, for a gas station to be profitable in a community of this size, a monthly sales volume of between 70,000 and 100,000 litres would be required just to maintain the gas dispensing service. Other features such as confectionary store and a car wash would be needed to make the operation viable. The distributor advised us that a gas station will soon be built at the intersection of Highways 628 and 11/17 to cater to the local market. Such gas bar and confectionary is feasible for this community.

##### **2. Development of hiking trail and observatory**

Hiking trails are only viable if they are developed to accommodate a variety of users. Most trails are challenging and cannot be used by others such as mountain bikers, seniors or handicapped individuals. Hiking Trails by themselves do not generate specific revenues for their operation, but bring in revenues to the surrounding communities and businesses that cater to such visitors. There are tremendous opportunities for the development of hiking trails in Red Rock, but they must accommodate different markets. Local businesses could be developed to rent hiking equipment, along with guides. A hiking trail around the Red Rock hill could be developed for such a purpose, also allowing people to camp along the trail.

### **What would be the biggest challenge faced by the Municipality in attracting such businesses?**

As identified by the sub-committee workshop participants.

1. Local support would be vital to the attraction of the Gas Service Station and the development of the hiking trails.
2. The availability of commercial land was another challenge identified by the groups. With only two serviceable commercial properties currently available in the community, and owned by Norampac, there is no available land for any other commercial development.
3. With no Economic Development Office situated in the community, attraction and assistance for such development would be demanding if not practical for municipal staff to encourage.

### **What should the Municipality do to make this happen?**

1. **The municipality should establish a Community Development Office with a full time Community Development Manager.**

Such individual would be the main liaison person between investors and the community. This person would also identify potential opportunities and assist entrepreneurs in the development of their proposed businesses.

2. **Beautification of the community**

The aesthetics of the community is vital to the attraction of tourists, which is one of the main markets for businesses. The Municipality should place high importance to the entrance of the community to ensure it is well maintained and appealing to visitors. The first impression is important.

3. **Re-Zoning**

The Municipality must review its Official Plan to ensure adequate land is zoned commercially to facilitate new business development. Currently, Norampac Inc. owns over 1000 acres of land within the hamlet of Red Rock. A lot of this land should be re-zoned for commercial and light industrial use to accommodate new businesses.

## **7.2 Municipal Revenues and Services Expenditures (see Appendix G)**

The participants of this sub-committee workshop were asked to brainstorm ideas around three fundamental questions.

1. What could the Municipality do to generate sufficient revenues?
2. What could the Municipality do to reduce operating expenses?
3. What could the Municipality do to make these solutions happen?

The ideas generated would be further researched by the CAC staff for viability.

1. To generate sufficient revenues the participants suggested  
**Develop an RV Park/Campground with shower facilities.**

Based on research, such development would generate additional revenues for the Municipality, especially if it operated in conjunction with other events or tourist businesses.

**Market the Municipality and re-zone to attract more businesses.**

Such marketing and re-zoning is a feature addressed under the business workshops

**2. What could the municipality do to reduce operating expenses?**

**Review access to duplicated services with the Township of Nipigon, such as pool, rink, ball parks.**

A joint-municipality review of these community-provided recreational facilities could result in a sharing of these facilities by making them accessible on a regional basis. This would reduce costs for both communities by eliminating duplicated services resulting in expanded use. A ten-minute drive to access such recreational facilities is not excessive by any standards.

**3. What could the municipality do to make these solutions happen?**

**Make better use of the recreation Center.**

The Recreation Center in Red Rock is under-used and could be promoted to facilitate other use to generate additional revenues. Currently, outside of the regular recreation programs, the Recreation Center also houses two community businesses (restaurant and bowling) which have become a central social gathering part of the community. It also becomes very important for seniors in the winter months, who can utilize the space to socialize and exercise. By promoting, marketing and organizing event and encouraging the use by commercial operators, the Recreation Center has the potential of being able to generate more income for its maintenance and operation. This marketing activity should be undertaken by the Community Development Manager.

**Include annual recreation fees in with service bills.**

Our review of the current structure of recreation membership fees demonstrates that it is not implemented as efficiently as it could be. The recreation center is a multi-use facility and many residents don't purchase the low annual membership. A \$250 levy charged to each household for annual recreation membership would raise total revenues by 400%. This would represent a monthly membership fee of about \$20 per house, raising revenues to \$121,000 from the current \$30,000.

**7.3 Community Quality of Life (see Appendix H)**

Quality of life for the community of Red Rock was rated high by the residents during the household census taken in February of 2007. The purpose of this sub-committee workshop was to explore those quality of life issues that should be maintained by the municipality. The questions under review by the sub-committee include:

1. What are the important quality of life issues that should be maintained by the Municipality?
2. What could prevent the Municipality from maintaining these quality of life issues?
3. What tools should be used or developed by the Municipality to preserve and maintain a satisfactory level of quality of life in Red Rock?

**1. What are the important quality of life issues that should be maintained by the Municipality?**

The main issue identified by the sub-committee workshop participants was the recreation centre and swimming pool. As indicated previously, the recreation centre plays an important social role in the community. It is a gathering place for many residents, especially the seniors who don't have any other place to exercise in the winter months and to meet and socialize. The pool is an important recreational element for the children in the summer months.

The Marina/Waterfront is viewed as an important quality of life issue for the community. Since its construction, it has become a central location for annual events and is used by many residents for leisure time.

**2. What could prevent the Municipality from maintaining these quality of life issues?**

While operating revenues are clearly a concern, other barriers included people and volunteers and the lack of proper planning.

**3. What tools should be used or developed by the Municipality to preserve and maintain a satisfactory level of quality of life in Red Rock?**

**Public Information**

Transparency in providing the residents with information is a key element in getting the residents involved in projects to support activities related to quality of life issues. The recreation center is an important social part of the community and residents should be involved in determining its future. Establishing a Community Development Committee with representation from all sectors of the community would provide this transparency and would result not only in marketing the centre, but also in identifying other uses for the center. Another concern also expressed by the group is that the municipality must take into consideration the needs of other groups and businesses when contemplating cutting expenses.

**Red Rock Marina/Campground**

The Red Rock Marina has a lot of potential for the community, and other opportunities for completing the park to accommodate camping should be considered. While financing will always be an issue in upgrading the facilities, other approaches could be used. This would include the involvement of the organizations using it for annual events and residents by donating time for construction or even involving commercial operations to contribute. More annual construction fund-raising events could be organized to finance the Marina. The marina development plans should be revisited with the creative involvement of the annual event organizers and the residents. The Community Development Committee should make the Marina a top priority.

**7.4 Community reputation and Image (See Appendix I)**

Community reputation and image is of importance as a community must be identifiable for its uniqueness or special features which differentiate it from all other communities. The sub-committee participants were asked to assess the Red Rock Community as follows:

1. What would be the most positive image that non-residents would have about the community?
2. What would be the most negative image that non-resident would have about the community?
3. What should the Municipality do to enhance its current reputation and image?



**1. What would be the most positive image that non-residents would have about the community?**

The lakefront, Marina, and the scenery were determined to be the most positive image non-residents would have about the community.

**2. What would be the most negative image that non-resident would have about the community?**

The lack of proper signage, limited accommodations, and limited tourism information were identified as negative issues.

**3. What should the Municipality do to enhance its current reputation and image?**

Signage is an important feature to not only attract tourism but to also direct them to the community. A reality is that the Community of Red Rock is not a tourist destination and has never been structured to cater to tourists. The community must also be actively involved in local and regional tourism marketing and develop a tourism mentality.

The Community Development Manager should be involved in establishing such a tourism environment with the use of a citizen's group. There is a potential, with the development of the Marina and camp ground, for a 60 to 100 room hotel. Such facilities would complement existing accommodations and be better suited for tour buses and encourage further tourism businesses.

# **Appendix A**

## **Business Sector**

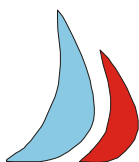
# Township Of Red Rock Community Adjustment Committee



## Business and Financial Review Summary Report



Red Rock



*Adjusting our Sails*

## **Red Rock Business and Financial Review**

As part of the Red Rock community review, the businesses and financial establishment located in the community were placed in their own sector for analysis. This review therefore provides a summary based on a questionnaire each of the businesses were asked to respond to.

The Red Rock community has 10 commercial businesses operating in the community with one financial institution. For the purpose of this survey we also included the one financial institution located in the neighbouring community of Nipigon. The purpose of including this financial institution is because it provides services to the residents of Red Rock especially in the home mortgage area.

### **Business Property**

All business buildings used were built before 1990 and 73% of them made improvements to the property after 2000. Of the 12 businesses located in the community, 55% of them reported adequate space for future expansion of the business while 45% said they did not have space for expansion. Of those businesses located in the community of Red Rock, 54.5% reported a total amount of \$39,220 being paid in property taxes. According to municipally of Red Rock commercial tax represents 1% of total revenues.

Using total operating expenses divided by square footage of the business building, we find that on average, it costs \$36.40 per square feet to operate a business in Red Rock.

### **Business Structure**

Of the 12 businesses that responded to the survey questionnaire 33% are sole proprietorships, 8% are partnerships and 58% are incorporated with 75% reporting owning the business property and 25% renting facilities to operate their businesses.

### **Employment**

The 11 businesses located in the community of Red Rock employ a total of 63 people made up of 18 on a full time basis and 45 on a part time basis. The businesses reported that of the total 63 employed, 11 of them or 17.5% of the full time and 28 or 44.4% of the part time employees are residents Red Rock. Of those 11 businesses located in the Red Rock community, 58.3% reported total wages paid out to all employees in 2006 amounted to \$572,900.00. Also as compared to 2006, 27.3% of businesses reported a decrease in employment opportunities in the last 12 months while 9.1% reported an increase and 63.6% reported no change.

On the recruitment side, 18.2% of the businesses reported problems in recruiting new employees while 81.8% reported no problems. Those businesses who reported recruitment problems cited the difficulty of getting people of the right age to work and/or difficulties in finding part time help. Only 41.7% of local businesses provide summer jobs to students.

### **Sales**

Of those businesses who reported, 50% of them indicated a decrease in sales in 2006 while 16.7% of them reported an increase for the same year. In projecting sales for the 2007 fiscal year, 66.7% expect a decrease in sales while 8.3% project an increase in sales. From all the businesses 33% reported that 90+% of their customers are from Red Rock, 42% reported between 75% to 80% of their customers are from Red Rock, 17% reported only 25% of their customers are from the community while 8% reported that only 5% of their customers are from Red Rock.

### **Operating Costs and Purchases within the Community**

We asked the business to provide us with their annual operating expenses and the 67.7% of the business that responded to the questions reported a total operating expense of \$1,035,108.08. Of that total operating cost these businesses report spending less than 1% on material and service purchases within the community of Red Rock. Of the 12 businesses, 91.7% reported that they would purchase from within the Red Rock community if the material and or supplies were available.

### **Doing Business in Red Rock**

In this part of the questionnaire we asked the local businesses to provide us with their observation regarding the business environment of Red Rock.

#### **1. List three positive aspects in respect to doing business in Red Rock**

- Provides service of beverage for community
- Servicing our community
- Loyal customers
- Operate the only convenience store
- Its my home town
- It's a beautiful area.
- Close to my home
- Most people are flexible with time and hours
- We get to know our customers
- We live here
- Small town, encouragement to shop locally
- Provides employment
- Service tourists
- Only banking institution in Town
- Beautiful location by the bay
- People are friendly
- Small community
- Seeing people you know everyday
- I love my town and people
- We all know each other
- Low cost of living
- Provide much needed service
- Great place to raise a family
- Three schools
- It's a pretty town
- No competition
- It is very reasonable
- Hours of operation
- Very personable
- We like to help our friends in business
- High quality of life

## **2. List three negative aspects in respect to doing business in Red Rock**

- Economic impact of mill closure
- Membership will drop as people move away
- Decreasing and aging population
- Lack of services
- No local support
- Location
- Cost of supplying service is increased due to low volume of people
- Unstable economy
- Lack of diversification of industry
- Growth limited with members declining
- Off highway
- Lack of traffic
- Cannot afford to donate all the time
- Not a very big market
- Municipal leadership
- Long winters/short tourist traffic
- Small community
- A lot of people are doing business out of their homes
- Risky
- Many people shop in thunder Bay
- Residents' lack of ownership/acceptance with issues.

## **3. Identify opportunities that would compliment or enhance your business in Red Rock**

- A recycling depot
- Any new businesses would be an asset and provide membership growth
- A Drug store
- Any other retail business
- Any kind of tourist attraction
- Fishing charters
- A prison
- More convenient for seniors
- A bake shop
- Need more people living here
- Clothing store
- More winter activities
- Wal-Mart
- Have Co-op students
- Gas station
- North Superior Natural Resource Centre
- Tourist destination
- Casino
- Use of Marina

#### **4. Identify barriers to business opportunities in Red Rock**

- Competition
- Population
- Local support
- Too many regulation, insurance etc.
- Off highway
- Location
- Not able to have classes or hair shows here
- Not enough customers
- Municipal leadership
- Size of trading area
- Economic downturn
- Lack of interest/not enough population
- Lack of traffic
- Have to travel to Thunder Bay, or pay to have them delivered
- Cost of equipment
- Lack of planning/vision
- Hours of operation
- Proximity to Thunder Bay
- No large piece of lakeshore property to purchase
- Very few commercial properties
- Uninvolved residents are unwilling to help

# **Appendix B**

## **Social Organizations**





# Community Adjustment Committee

## Red Rock Community Social Groups Summary - June 2007



# **Red Rock Community Social Groups Review Summary**

## **Overview of Red Rock Community Social Groups**

Neighbourhood groups, local organizations, and clubs all add tremendously to the quality of life in a community by providing a vehicle for social interaction through their programs or activities. Seniors, youth or religious groups offer many opportunities to the residents for such activities as the enhancement of local structures, the exchange of ideas and discussions on important community issues. Such regular gatherings are an essential element for building understanding and trust, which results in a stronger and healthier community.

These groups also contribute economically to a community by raising funds and in turn by purchasing local products and materials. Community groups are very vulnerable to any downsizing, because of their volunteer membership structure, which leads to reduced memberships. Therefore any significant reduction in population will be reflected in the membership level of these organizations, which can lead to an erosion of community activities and social engagement by the local residents.

In the community of Red Rock, we find 18 social organization groups providing a variety of activities for youth, adults, seniors and the community at large. For the purpose of this review summary, we are analyzing them based on the Community Social Groups Review Plan adopted by the CAC. In this review summary, we will be dividing these clubs and groups into six distinct sectors, namely religion, adult recreations, youth, seniors, national and community event organizations; the summary will not be based on the individual organizations. This approach allows us to maintain confidentiality. Because there is only one organization in the senior's group we will include this group with the adult recreation group.

### **1. Religion groups:**

Red Rock United Church  
United Church Women  
St. Hilary Catholic Church  
Catholic Women's League

### **2. Adult recreation groups:**

Red Rock Slow-Pitch league  
Curling Club  
Fish and Game Club

### **3. Youth groups:**

Red Rock Minor Hockey  
Red Rock Figure Skating Club  
Girl Guides of Canada  
Red Rock Play Group

### **4. Senior's groups:**

Senior's Club

### **5. National groups:**

Royal Canadian Legion  
Legion Ladies Auxiliary  
Knights of Columbus  
Masonic Lodge

### **6. Community event groups:**

Live From the Rock  
Historical Society

In order to identify the concerns of volunteer groups, a special survey questionnaire was developed and distributed to all organizations within the community of Red Rock. To also assist, we have included two other organizations that have direct involvement with the community even though they are not physically located in the community. An overall summary of these non-profit social groups is presented here along with an individual summary which forms part of this report.

### **Level of Membership and Annual Events**

The 18 organization surveyed reported a total membership of 820. This membership implies that many residents of the community of Red Rock belong to more than one organization. Only 11% of the reporting organizations report owning their own property and another 11% reporting that they rent their space for conducting club activities. Of the 18 organizations, only 11% reported providing fulltime employment to three persons and 22% of the organizations report providing part time employment to 5 workers. Fourteen of the organizations, representing 78% of all organizations, reported holding annual events in the community of Red Rock.

### **Operating Expenses**

Combined annual operating expenses reported by all organizations amounts to \$289,980.00.

### **Purchases in Red Rock**

While the exact amount of expenditures in red Rock was not provided by the surveyed organizations, 44% reported that they do make regular purchases from Red Rock businesses.

### **Impact of Population Decline and Fund Raising**

Only 67% of the organizations indicated that population level was a factor and 11% indicated that a decrease in population level would not impact them. On the other hand, 50% of the organizations indicated that a 10 % drop in population would have an affect, 17% reported a 20% drop would have an affect, and the other 17% indicated that a 30% decline in population would have an impact on their organization. Total combined annual fund raising undertaken by 72% of these organizations within the community amounts to \$30,800. Total donations made by 50% of the surveyed clubs to other organizations within the community of Red Rock are \$20,325.00.

### **Positive Aspects about Providing Activities in Red Rock**

Most of the positive aspects reported by the social groups inferred a good quality of life in the community of Red Rock. All organizations provided positive views relating to their own activities and of their importance for the community.

### **Negative Aspects about Providing Activities in Red Rock**

Again, all organizations reported concerns regarding the number of volunteers with reoccurring reference to jobs, businesses, services such as a gas station, and issues with the declining population.

### **Viable Opportunities that Red Rock should take advantage of**

One of the main reoccurring themes presented by a majority of organizations is the opportunity to develop the marina and to include camping facilities.

## **Barriers to Opportunities**

While a number of organizations identified funding issues as a major barrier, others indicated that the Community needs to change its way of thinking and look beyond forestry. Others identified the lack of regional cooperation and the need for a marketer to promote the town.

## **Summary of Individual Social Groups**

### **1. Religious Groups**

For purpose of the community review, we group all religious organizations into this summary. Religious groups are defined as any church and organization associated with a specific religious denomination.

Of the four religious organizations identified in the Red Rock community, 2 or 50% of these organizations responded to our survey questionnaire.

These organizations reported a total membership of 84, with one full time person employed, and with one organization reporting its office located in Nipigon. The other organization does not have a specific office within the community. One organization also reports that 10 local volunteers sit on the board of directors, and 30 other local volunteers provide services for other activities.

### **Level of Membership and Annual Events**

Both organizations report a decrease in membership from last year and are unable to determine at this time the effect on volunteers for the annual events held in Red Rock. One organization reports holding up to five annual events in Red Rock while the other organization reports holding three events in the community.

### **Operating Expenses**

Annual operating expenses reported by one organization amounts to \$35,000.

### **Purchases in Red Rock**

Both organizations reported making material and service purchases from businesses located in Red Rock. Total amount reported is \$400.00 directed to the purchase of food supplies for events.

### **Impact of Population Decline and Fund Raising**

Both organizations have concerns on their level of activity and membership with a 10% decline in population. Total annual fund raising undertaken by these organizations within the community amounts \$15,500. The total donations, made to other organizations within the community of Red Rock, are \$250.00.

### **Positive Aspects about Providing Activities in Red Rock**

- Members are like family
- Church Community is a gathering place
- We are the only Protestant Church in Red Rock

### **Negative Aspects about Providing Activities in Red Rock**

- Few young people attend church
- Majority of work done by 10 people who are mostly over the age of 50

### **Viable Opportunities that Red Rock should take advantage of**

- Develop camp sites and facilities at waterfront
- Promote home internet businesses
- Promote retirement living

### **Barriers to Opportunities**

- Costs of development of waterfront
- Need a marketer to promote the town, which costs money

## **2/4. Adult recreation groups (Including Seniors Club)**

The Adult recreation group represents 4 organizations involved in activities for adults. These include the Red Rock Slow-Pitch League, Red Rock Curling Club, Red Rock Fish and Game Club and the Senior's club. It is very evident that adult clubs are an important element of the community quality of life, providing residents with opportunities to socialize. This social capital is measured by the amount of organizations available for such activities and the level of participation by the adult residents.

These organizations reported a total membership of 330, with one part time person employed with one organization. Of the five organizations who responded to the survey, 80% have a central location with office space available encompassing about 4,600 sq. ft. The other organization does not have a specific office within the community. One organization also reports that 5 local volunteers sit on the board of directors, and 30 other local volunteers provide services for other activities.

### **Level of Membership and Annual Events**

Of the five organizations that reported, 80% have seen a decrease in membership from the last year. In available volunteers, one organization experienced an increase, one a decline, and the other 3 organizations saw no change. Four of these adult organizations (80%) report holding annual events in Red Rock.

### **Operating Expenses**

Annual combined operating expenses reported by four the organizations amounts to \$36,000.

### **Purchases in Red Rock**

All organizations who responded did not identify purchases made in Red Rock, or the amount, if any.

### **Impact of Population Decline and Fund Raising**

All organizations reporting indicate that the population in Red Rock is an important factor in maintaining the current level of activities and 80% reported that a 10% drop in the population would have a direct affect on their organizations. One organization reported that a decrease of 20% in the community population would have an impact on their activities. Only two, or 40%, of the organizations that reported, participate in local fund raising which amounts to \$2,000.

### **Positive Aspects about Providing Activities in Red Rock**

- Good social base for sportsmen
- Red Rock Inn is an asset for our club
- Interaction with locals
- Location within the community for services
- Aesthetics of the area

- Socializing
- Location beside Nipigon Bay

### **Negative Aspects about Providing Activities in Red Rock**

- Very low participation level
- One-industry town
- Lack of shopping facilities
- Too costly
- Lack of business services
- No medical or dental facilities
- Legislation regarding fishing and hunting
- No public transportation

### **Viable Opportunities that Red Rock should take advantage of**

- Better and more organized use of Recreation Centre
- More tourism with more services
- Marina should be expanded with RV park
- Promote senior retirement
- Waterfront development
- Guiding for hunting and fishing
- Need to connect with Nipigon voyageur trail
- Promote waterfront activities
- Renting of Club facilities for commercial operations
- Clean up beach and promote its use
- More businesses are needed

### **Barriers to Opportunities**

- Lack of funding
- Lack of regional cooperation
- High municipal taxes
- Complacency regarding tourism opportunities
- Lack of entrepreneurs
- Low population and employment opportunities

## **3. Youth groups**

This sector, or group, represents local community organizations or clubs that provide recreational and socializing activities for the young people. In Red Rock we find four of these groups which include the Red Rock Minor Hockey, the Red Rock Figure Skating Club, the Girl Guides of Canada, and the Red Rock Play Group.

These organizations reported a total membership of 73, with one part time person employed with one organization. Of the four organizations who responded to the survey, all reported no central location of operations. One organization also reports that it has one non-resident that sits on its Board of Directors with 25 other non-member volunteers to provide services and other activities for the club.

### **Level of Membership and Annual Events**

Of the four organizations that reported, 75% have seen a decrease in membership from the last year with one organization reporting no change. Three organizations (75%) report holding annual events in Red Rock.

### **Operating Expenses**

Annual combined operating expenses reported by four the organizations amounts to \$180.00.

### **Purchases in Red Rock**

While no exact numbers were provided by the clubs, they did indicate that purchases were made within the community.

### **Impact of Population Decline and Fund Raising**

Of the organizations that reported, 75% indicated that the population level was of importance, while 25% indicated it was not. Two organizations, or 50%, reported that a 10% drop in local population would have an impact on their club, while one organization reported that a decline would have no impact. All of the organizations that reported participate in local fund raising. Only \$300.00 in fundraising was reported.

### **Positive Aspects about Providing Activities in Red Rock**

- They offer our children outlets for activity, exercise, team skills etc.
- May be attractive features for people considering relocation to Red Rock
- Safety
- Keeps people local
- Spending time with kids
- Smaller group sizes and children familiar with each other
- Helps keep children active and entertained

### **Negative Aspects about Providing Activities in Red Rock**

- Low rate of volunteering
- Possibility of Recreation Center fee increase
- Low population
- Low numbers of youth
- No person employed to coordinate the activities
- Population decline/children attendance on decline
- Cost
- Can be expensive
- Difficult to find support (financial and otherwise) to get things running and maintain any type of efficiency
- Uncertain if families will remain
- Liability Insurance

### **Viable Opportunities that Red Rock should take advantage of**

- Marina and trail development-walking, quads, skidoo etc.
- Access to Recreation Centre
- Youth Drop-in Centre
- Outdoor recreation camps
- Specialty camps-hockey, basket ball etc.

- Low membership rate for children to be physically involved in sports
- Partnering with neighbouring communities
- Youth sports league

### **Barriers to Opportunities**

- Facilities at the marina (washroom, showers camping)
- Increased cost
- Funding for programs
- No volunteers to run programs
- Mind set of community- been done this way for so many years
- Liability Insurance
- Size of groups

## **5. National groups**

National groups, for purpose of this summary, include local organizations that are affiliated with National or International organizations. We treat these organizations differently because most of them are, in many instances, part of national fundraising activities while providing services to local members. In Red Rock we find five of these organizations, namely the Royal Canadian Legion, the Royal Canadian Legion Ladies Auxiliary, the Knights of Columbus, The Chamber of Commerce and the Free Masons.

These organizations reported a total membership of 311, with 215 being residents of Red Rock. Two of these organizations reported having a total of two full time and 3 part time people employed.

Four of the organizations reported a central office with 2 of them located in Nipigon. Two organizations have reported being the owners of their properties.

### **Level of Membership and Annual Events**

Of the five national organizations that reported, 40% have seen a decrease in membership from the last year, with 3 organizations, or 60%, reporting no change. Four organizations (80%) report holding annual events in Red Rock.

### **Operating Expenses**

Annual combined operating expenses reported by four the organizations amounts to \$101,200.00.

### **Purchases in Red Rock**

While no exact numbers were provided by the clubs, 60% of the organizations reported making regular purchases from businesses in the community.

### **Impact of Population Decline and Fund Raising**

Of the organizations that reported, 60% indicated that the population level was of importance while 40% indicated it was not. One organization, or 20%, reported that a 10% drop in local population would have an impact on their club, while two indicated that a decline of 20% would have an impact, and two, or the other 20%, reported that a 30% decline in population would have an impact on their organization. Three of the organizations (60%) reported local fund raising while 2, or 40%, do not. The combined annual fundraising in the community amounts to \$8,000.00.



### **Positive Aspects about Providing Activities in Red Rock**

- Organization is within walking distance
- Willing volunteers
- Facilities are totally acceptable
- Many social activities
- Location; close to Thunder Bay for conventions and conferences
- Friendly atmosphere; know your neighbours
- The view, the marina, retreat haven

### **Negative Aspects about Providing Activities in Red Rock**

- No gas station
- Aging population
- Lack of attendance and local support
- No Doctors
- No public transportation
- Does not think of itself as a destination
- No smoking and decline in jobs and population
- Community leadership

### **Viable Opportunities that Red Rock should take advantage of**

- Develop marina and add camping
- Mining exploration in Dorion, housing repairs business etc.
- Hiking trails
- Bio-refinery-ethanol
- Training centre

### **Barriers to Opportunities**

- Funding
- Research
- Community attitude-need to change thinking, look beyond forestry

## **6. Community Event Groups**

In this social group sector, we find two organizations: Live from the Rock Blues and Folk Society and the Historical Society, which have both been in existence for many years in Red Rock. Both of these organizations contribute significantly to the social life of Red Rock and are considered by many as valuable community assets.

These two organizations reported a total membership of 18, with 14 of this membership being residents of Red Rock. Neither of these organizations have employees, and both rent facilities in Red Rock.

### **Level of Membership and Annual Events**

One of the organizations reported an increase in membership from last year while the other reported a decrease. Only one organization reports holding an annual event in Red Rock.

### **Operating Expenses**

Annual operating expenses reported by one of the organizations amounts to \$117,600.00.

### **Purchases in Red Rock**

While no exact numbers were provided by the clubs, one of the organizations reported making regular purchases from businesses in the community of Red Rock.

### **Impact of Population Decline and Fund Raising**

Of the two organizations that reported, 50% indicated that the population level was of importance while the other 50% indicated it was not. One organization reported that a 30% drop in local population would have an impact on their society. The two organizations reported local fund raising. The combined annual fundraising in the community amounts to \$2,500.00.

### **Positive Aspects about Providing Activities in Red Rock**

- Our event exposes people from outside the community to the beauty of Red Rock
- Residents are generally strong supporters of local organizations
- It hopefully generates income for the local businesses
- Volunteers are willing to assist all organizations
- It allows the people of Red Rock to use their talents
- People realize the visibility of the town and organization depends on the success of the activity and event held

### **Negative Aspects about Providing Activities in Red Rock**

- A potential for a drop in volunteers
- Fewer volunteers to give their time
- Perception from outside influence would assume that Red Rock cannot sustain itself
- Fewer volunteers dividing time among other organizations
- Potential grants might be in question because of current situation

### **Viable Opportunities that Red Rock should take advantage of**

- The natural beauty of Red Rock
- Promote the community as a lakeside recreation community with choices of available housing for seasonal or year round occupancy
- Close to main city
- Quiet, slow pace, natural beauty, active friendly ideal location for tourism camp/lodge

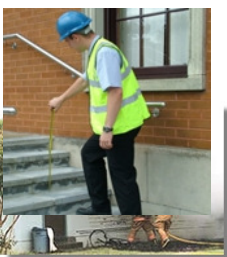
### **Barriers to Opportunities**

- Limited growth without a major industry
- No local gas station
- Risk factor for any government subsidies
- Governments neglect of the northwest, lack of funding dollars for new initiatives

# **Appendix C**

## **Emergency Response Services**

# Red Rock Community Adjustment Committee



## Community Emergency Response Services Summary Report



## **Community Emergency Response Services**

Recognizing that Emergency Response Services (ERS) are a vital element of not only quality of life for a community but they are in most cases legislated by Federal and Provincial Government. Also, Municipal liability, due diligence and insurance dictate what minimum services must be available to the stakeholders of a community.

In the Township of Red Rock the following ERS are provided for by the municipality through direct services or by cost sharing regional/provincial managed services such as police and health. Community ERS services include Life Guards at the public pool, Fire protection which are provided directly by the municipality and Police and Ambulance services provided by regional provincial organizations.

Protection amounts to \$428,897 which represents 15% of the municipal budget

For purpose of this ERS summary, this report will be broken into four parts dealing with each ERS individually.

### **1. Fire Protection Services**

Fire Protection services to all residents and businesses in Red Rock are provided by the Red Rock Volunteer Fire Department. The Fire Department is located at the municipal garage on Rankin Street of which 350 square meters of this building is used for the Fire Hall. This building was constructed before 1990. It was established in 1946.

#### **Employment/Volunteers**

No full or part time employment is provided as this is a volunteer service. Currently 22 volunteer residents provide fire protection services using equipment and training provided by the municipality. Since the closure of the Norampac Mill in October of 2006, the volunteer have lost their fire Chief and 4 other volunteer firemen. A new Fire Chief has since been appointed from the remaining volunteers. Previously a normal contingency of volunteers was maintained at 26 but since the Mill shutdown turnover has become high creating recruitment problems. The recruitment problems are the direct result of lack of interest by local residents.

Continued decline in population will make the recruitment of volunteer firemen more difficult.

Annual Fire Department/Fire Hall budget for 2006 is \$84,504.00

### **2. Police Services**

Police Services is provided under contract with the Township of Red Rock. The main Police office is located on Highway 11-17 in Nipigon in a building constructed before 1990 and owned by the Province of Ontario.

The Police detachment employs 33 full time officers and staff to service the region. The closure of the Norampac Mill had no affect on the number of officers or staff and they have a very low turnover in employees. Currently only one OPP employee is a resident of Red Rock.

Total cost to the Township of Red Rock for Police Services is \$306,568.00.

Based on the response of the ERS questionnaire received from the Ontario Provincial Police they listed the following remarks.

**Positive Aspects about Red Rock**

- Excellent marina
- Scenery
- Close to excellent outdoor facilities

**Negative Aspects about Red Rock**

- No stores for a variety of items
- No viable commercial base
- Few amenities

**Viable opportunities that Red Rock should take advantage of:**

- Marina

**Barriers to Opportunities  
(No remarks provided)**

**3. Superior North Emergency Medical Services (Ambulance)**

Ambulance service provided in the Township of Red Rock is part of a district wide organization with headquarters in Thunder Bay. The Superior North EMS provides land ambulance services in the district at 17 community stations across the region. Cost of EMS operation is shared with the provincial Government and municipalities in the Thunder Bay region.

**Red Rock EMS Station**

The EMS station located in Red Rock is comprised of a 1600 sq ft. building built between 1991 and 2000. This building is being rented by the Superior North EMS.

**Employment in Red Rock**

Currently the EMS station in Red Rock is manned by 4 full time employees and 2 part timers. In the last twelve months, the employment situation has seen a reduction of one part time employee. While turnover of employees is very low, recruitment is a problem due to low call out volume, on call hours associated with shift schedules and similar job opportunities across the province. Red Rock EMS usually hires one summer student.

Of the six currently employed at the Red Rock EMS station, three full time and one part time are actual residents of the Red Rock community.

The Red Rock EMS has an annual operating budget of \$87,040.00. Municipal contribution to the regional ambulance services is \$89,297.00

Goods and services purchased from Red Rock businesses include rooms and meals, snow removal, and rental of building from NDMH.

The closure of the Norampac Mill or further reduction in population in the community is not expected to have a direct impact on the level of services or employment at the Red Rock EMS.

Based on the response of the ERS questionnaire received from the Superior North Emergency Medical Services Red Rock Station, they listed the following remarks.

**Positive Aspects about Red Rock**

- Small community allows paramedics to develop close relationship with patients.
- Strong community involvement and relation.
- Excellent relationship with allied agencies.

**Negative Aspects about Red Rock**

- On call/stand by hours, 24 hours shifts.
- Low call volume, downtime leads to boredom which has paramedics looking for station with higher call volume.
- Attachment of community for relocation.

**Viable opportunities that Red Rock should take advantage of:**

- Recreational and social development
- Retirement community
- Focus on development rather than maintaining our one industry status.

**Barriers to Opportunities**

- Add to what we already have.
- Mostly two story homes
- Old ways and methods of thinking.

#### **4. Red Rock Public Pool Life Guards**

The outdoor public pool facility is operated and maintained by the Township of Red Rock, operating during the summer only. Because of the seasonal nature of the operations, qualified summer students are hired to provide life guard services during operating hours.

The municipality budgets a total of \$30,898.00 for the operation and maintenance of the pool, which is done using the employees of the Recreation Centre.

Change in population (decrease) would most likely cause a reduction of seasonal employment opportunities for students. Respondent did indicate that recruitment of qualified life guards is a problem due to the lack of qualified guards in the area.

Based on the response of the ERS questionnaire received from the Recreation Co-ordinator, she listed the following remarks.

**Positive Aspects about Red Rock**

- Able to operate a municipal pool
- We provide summer jobs
- Provides recreation for youth.

**Negative Aspects about Red Rock**

- Lack of qualified life guards
- Decline in usage
- Short season and competition with camps.

**Viable opportunities that Red Rock should take advantage of**

- Enclosed pool would enhance use
- Training opportunities
- Movie theatre or outlets for youths.

**Barriers to Opportunities**

- Staff for year round services
- Qualified instructor for yoga etc.
- Finding volunteer facilitators



# **Appendix D**

## **Education Sector**



## Township of Red Rock Community Adjustment Committee



# Education Community Review



## **Education Community Review**

Red Rock is home to two elementary schools and the Nipigon-Red Rock District High School. The Nipigon-Red Rock District High School provides educational facilities for residents from the surrounding communities that include Nipigon, Hurkett and the Red Rock and the Rocky Bay First Nation reserves. Two District School Boards are responsible for the operation of these schools. The Superior Greenstone District School Board located in Marathon is responsible for the Red Rock Public school and the Nipigon Red Rock High school. The St Hilary Catholic School is under the direction of the Superior North Catholic District School Board with its head office located in Terrace Bay.

Based on our research, discussions and questionnaires submitted to each School Board, we can summarise the overall direct and indirect impact of the Norampac Mill closure as follows.

While both school Boards have experienced ongoing decline in enrolments over the past few years, Superior North Catholic DSB saw a decrease of 4% from 2005-2006 to 2006-2007 school years and Superior-Greenstone DSB faced a decrease 8% from 2005-2006 to 2006-2007 school years. Both District school Boards project continued enrolment decline for the next school year. SGDSB projects an overall decrease of 6.5% at the elementary level and a 5.4% decrease at the secondary level. NCDSB projects an overall decrease of 2% for the 2007-2008 school year.

At the local level in Red Rock:

**St Hilary Catholic School** experienced a 20% decrease in its 2006-07 enrolment. They are projecting a continued decrease in the amount of 35% for the 2007-08 school year a potential small reduction in employment. Currently, St Hilary provides for employment for 10 persons made up of 5.5 full time teachers, 2 Education Assistants, 2 full time staff and caretakers and 1 principle.

**Red Rock Public School** experienced an increase in enrolment of 1.6% from 2005-06 year but is projecting a decrease in enrolment of 12.9% for the 2007-08 school years. Currently the Red Rock Public School employs 6 full time teachers, 2 full time Education Assistants, 1 Principle and 2 full time and 2 part time staff and caretakers. They are also projecting a decrease in employment for the next school year.

**Nipigon-Red Rock District High School** experienced an 8% decrease in enrolment from the previous school year and are projecting a further decrease of 3.6% for the 2007-08 school year. It should be noted that the high school was built to accommodate 800 students. Total students enrolled in the 2006-07 school year amounted to 291 which represents an occupancy rate of 36.4%. Employment at the Nipigon-Red Rock District High School for the 2006-07 school year stands at 41, made up of 1 Principle, 20 full time teachers, 3 part time teachers, 7 full time Education Assistants and 2 EA's on a part time basis. Also employed are 8 staff and caretakers.

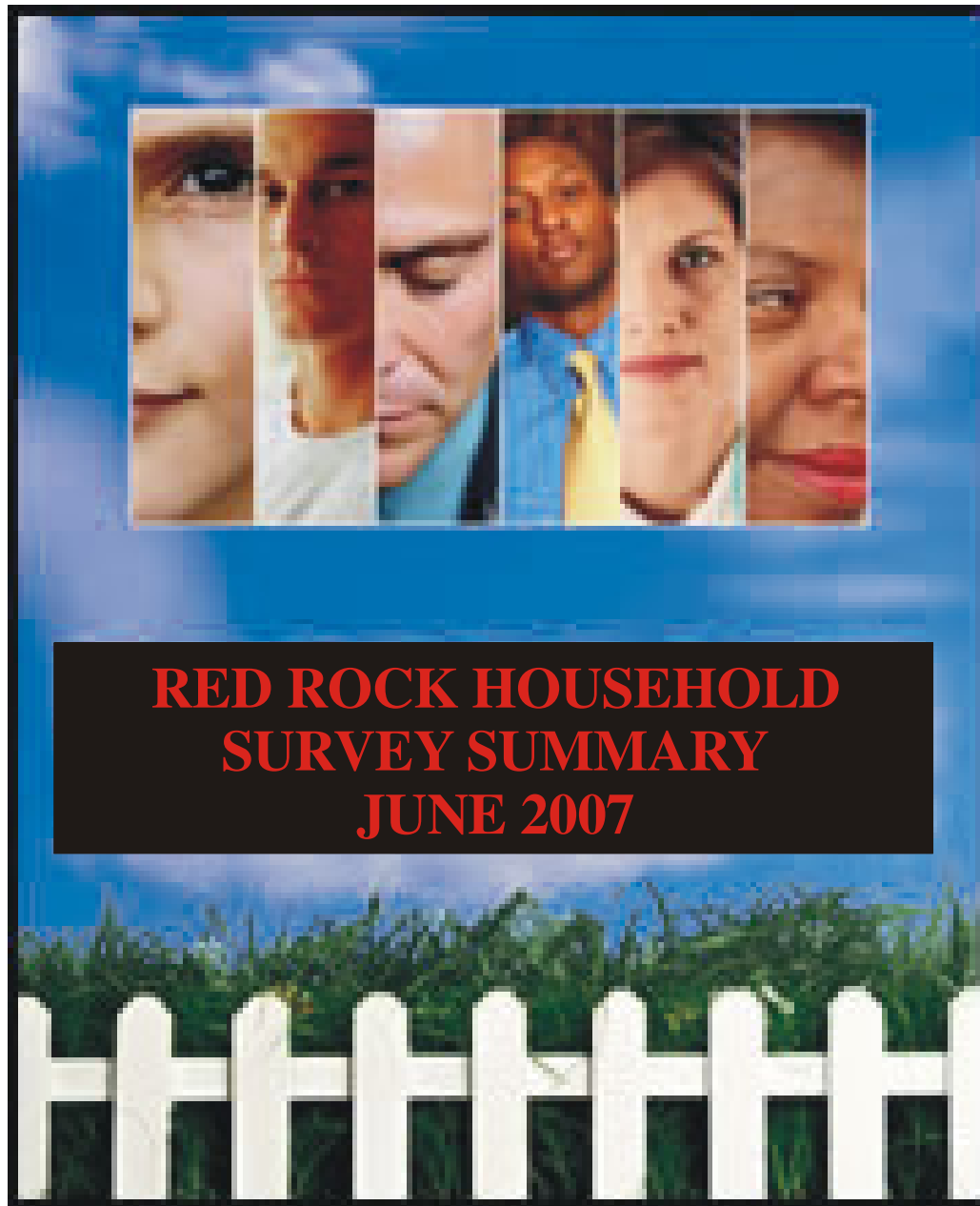
Total current employment in the Red Rock Schools is 64.5 and all three schools are projecting a reduction for the 2007-08 school year.

# **Appendix E**

## **Household Census of Residents**



# Red Rock Community Adjustment Committee



The Red Rock Community Adjustment Committee's main Phase 1 role was to conduct an overall assessment of the Red Rock community, which is faced with potential loss of taxable revenues due to the closure of its only industry. The objective was to develop a suitable plan of action to analyse the community and to facilitate the involvement of the residents. Having identified the residents as a key sector for this analysis, our goal was to collect from each household in the Township of Red Rock required data to allow us to analyse the current situation and undertake a reasonable projection of the future. Undertaking of this household survey was done during a 10 day period from January 29 to February 11, 2007.

With funding assistance from the Northern Communities Investment Readiness Program (NCIR) and our local business partners, 10 interviewers were hired and professionally trained to conduct this household survey. Our objective was to survey all households and ask all occupants age 15 and over to fill in a questionnaire. Of the 486 household in the township of Red Rock, we were successful in getting 360 households (74%) to respond. This household response also resulted in 734 individual questionnaires.

The survey questionnaire was divided into five sections, with the first section dealing with household type, number of residents (with age and gender in the household), ownership status and the level of community and communication services.

Part 2.1 of the questionnaire was related to quality of life issues. In Part 2.2 we sought information on employment and income of each resident and education level. In Part 2.3, we sought information on the respondents qualification, skills, and hobbies. These questions we classified as community human assets issues. In Part 2.4 we asked the respondents to provide us with information relating to recreational and organizational membership, and the amount of volunteer hours they commit to.

The response we collected from the household surveys allowed us to assess the overall make up of the community of Red Rock.

In the first section, and based on the CAC Census taken in February 2007, the Red Rock community lost an additional 139 residents from May 2006 to February 2007, which is directly associated with the Norampac Mill closure. This population reduction, when combined with Statistics Canada's Census, represents a 25% loss of population since 2001. As for the households, we find a reduction in Red Rock of four dwellings from 490 in 2001 to 486 in February 2007. This reduction in private dwellings is the result of old properties being demolished.

Population, Statistics Canada, 2006	1,063
Population, Red Rock CAC Census, 2007	924
Population change from 2006 -2007	139
% population change 2001- 2007	25.%
Private Dwellings	486

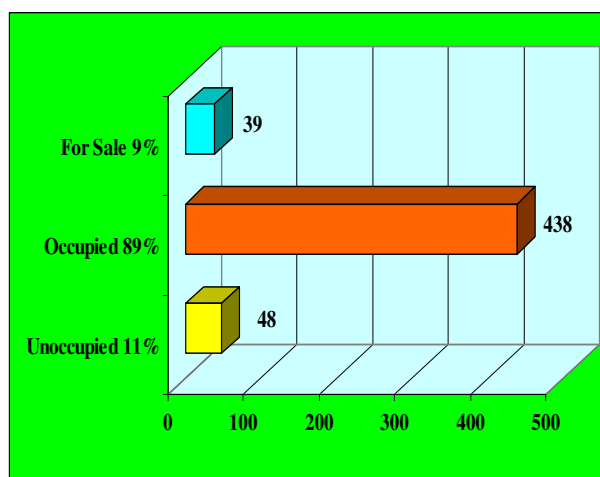
## Demographics – Age Characteristics of the Population

In the results from the first part of the survey, we also find a decline in all population groups with the exception of those ages 55 and over. This is understandable, in single industry communities, as the residents most likely to leave the community are those in the age group of 15 to 24 (students and those in apprenticeships) and those in the age group of 25 to 44, (young families who must relocate to secure employments. Those persons above age 44 are most likely to remain in the community as they are either retired, or are preparing for retirement. We nevertheless find a 7.3% increase from 2001 census in residents over the age of 65

	Statistic Canada 2001	CAC Census 2007	Change in % + (-)
Total – All persons	1,225	924	(25%)
Age 0-14	270	166	(8.5%)
Age 15-24	140	67	(6.0%)
Age 25-44	350	216	(10.9%)
Age 45-54	200	182	(1.5%)
Age 55-64	120	122	0.2%
Age 65+	145	171	2.1%
% of population ages 15 and over	78%	82%	4.0%
% of population 65+	11.8%	18.5%	7.3%

## Occupancy and Vacancy Rate

As of February 2007, the vacancy rate for the Red Rock community stands at 21% with 39 properties for sale, of which 11% are unoccupied dwellings. One of the questions asked during the February 2007 census was if the household residents had specific plans to move out of the community within the next twelve months. Of those who responded to the question, 30, or 8%, indicated that yes they plan to move out of the community and 262, or 70.2%, said they had no plans to move, while 81 or 21.75% reported that they were unsure or didn't know.



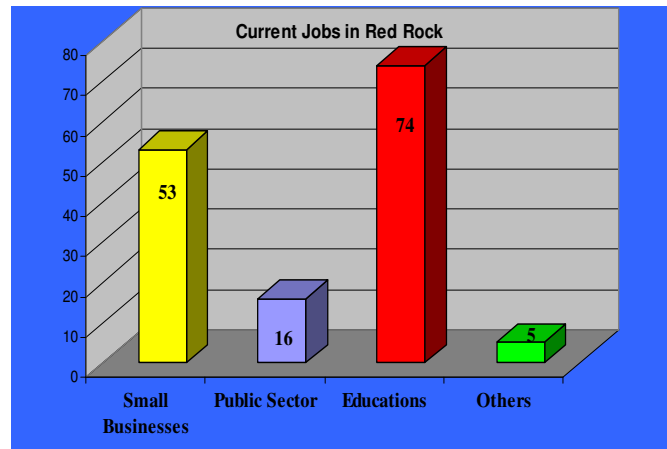
The Township of Red Rock is a community made up of a town site and a rural section. We find 370 households in the town site, which are connected to municipal services, and 116 (24%) households located in the rural part with no municipal water or sewer service.

Red Rock households are well connected globally with 66% of households reporting an internet connection and 73% of the total number of households have computers.

Total Surveyed Households	Have Computers	Have Printer	Internet access	High-Speed connection	Dial up connection
360	264 (73%)	245 (68%)	236 (66%)	180 (76%)	56 (24%)

## Red Rock Employment

Based on the CAC Census, undertaken in February 2007, there are currently four sectors which provide 148 jobs in the community of Red Rock. The education sector provides the most jobs at 19% of the total employed, the public sector at 13%, and the small businesses at 11% of the current jobs. The “Others” sector includes special contractors working on specific projects within the community. Most of the other employed residents living in Red Rock have jobs outside the community.



## Change in Employment Analysis

A population change usually affects those ages of 15 to 54. This age group is more likely to relocate for employment or educational opportunities. In Red Rock we find a total reduction of 18.4% in these age 15 to 54 groups. Based on the Red Rock CAC Census, the Norampac Mill closure resulted in 148 Red Rock residents losing their jobs which represent 26.8% of all local residents who reported income. Of those 148 residents who lost their employment due to the closure, 51% have already secured employment elsewhere. It should be noted that many of those displaced workers have maintained their family in the community of Red Rock and commute to and from the site of their new employment. The current unemployment rate for the community of Red Rock stands at 11% which is 3.3% higher than the Northwestern Ontario region (Economic Region 595 Labour Force Trends – Third Quarter 2006, Service Canada).

The closure of the Nipigon Multiply in the community of Nipigon, due to destruction by fire, has had minimal impact on the Red Rock community labour force, affecting only 3 Red Rock residents.

## The Importance of Community Quality of Life

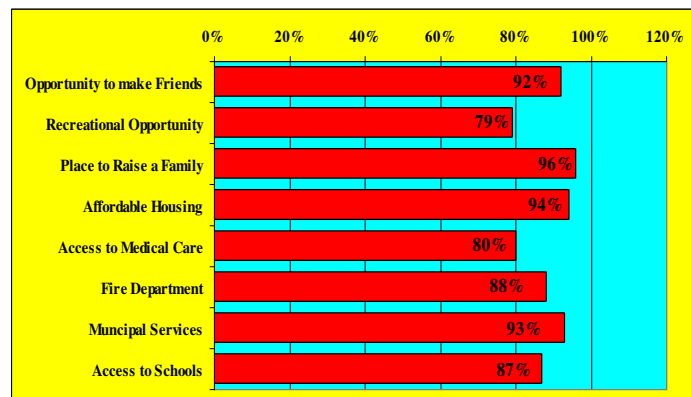
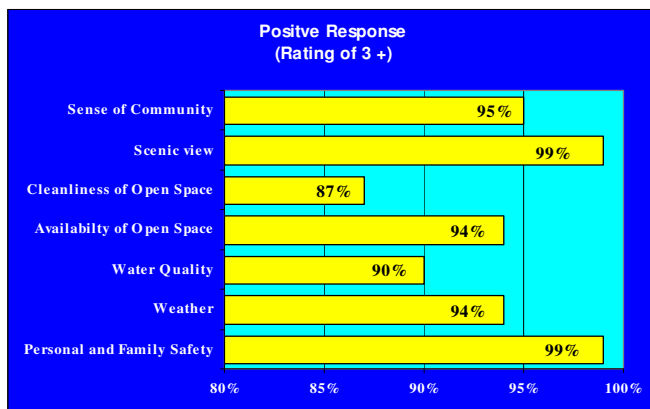
What makes a place where people want to live, work and find satisfying life?

*Communities are places where people want to live and work, now and in the future. It meets the diverse needs of existing and future residents, which is sensitive to their environment, and contributes, to a high quality of life. These communities are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all.*

In Part 2 of the household survey we asked the respondents to rate 22 Red Rock quality of life issues. The rating used was 1 (for Poor) to 5 (for Excellent) with 6 for don't know. It became very clear that those residents are very passionate about their community and rated most quality of life issues very high. One quality of life issue that really stood out was the satisfaction with Municipal services, where 93% of respondents gave a rating of 3+. This reflects on the efficient Municipal management approach that has been in place for many years. Another issue of importance was the satisfaction with access to medical services. Even though the Medical Clinic and Hospital are located in the neighbouring community of Nipigon, 80% of respondent gave this issue a rating of 3+. This is an important quality of life issue for young families and seniors. Over all the, Community of Red Rock was rated high by all respondents, with the exception of employment opportunities.

Quality of Life Issues with a +3 positive response

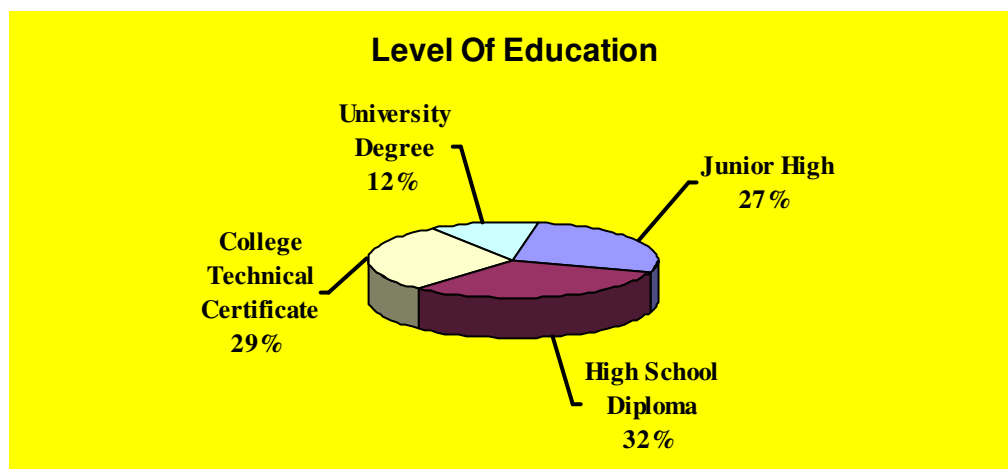




Quality of Life Issue	% Rated less than 3	% Rated 3+
Police Services	36%	64%
Air Quality	3%	97%
Opportunities for Music/Arts	11%	67%
Organized Activities for Adults	18%	75%
Organized Activities for Youth	28%	61%
Available Child Care Services	39%	23%
Job Opportunities	93%	4%

### Highest level of Education Completed

The Township of Red Rock has a high level of educated residents with 12% reporting a University Degree and 29% with a College and or a Technical Certificate. For a small community this is significant for the attraction of other potential employers.



### Human Assets

In Part 2.3, we looked at human assets which refer to the existing knowledge, skills, experience and special training of the local Red Rock residents. These are sometimes called the hidden assets of a community. Such assets can be a valuable tool for a community who wants to develop new ideas or

opportunities and can tap in on these available local human assets to not only further explore these opportunities but also bring them to completion.

Based on the CAC household census in February 2007, we observe that the community of Red Rock has a high level of these valuable human assets:

#### Employment Experience

Certified Trade	104	Certified Technician	42
Management	87	Architect	4
Engineer	19	Computer Programming	15
Forester	28	Biologist	6
Agriculture	27	Bookkeeping	51
Health Care	55	Heavy Equipment	75
AZ Driver	32	Education	28

#### Skills, Experience, Abilities

Construction	164	Hunting	234
Fishing	412	Guiding	41
Boating	309	Trapping	49
Vehicle Maintenance	164	Boat Repair /Maintenance	89
House Painting	309	Carpentry	242
Furniture Building	86	Roofing	171
Sewing	190	Knitting	138
Crafts	205	Photography	135
Sculpting	10	Artisan	47
Aviation	11	Hiking	282
Jogging	82	Snowmobile	228
Skiing	121	Underwater Diving	29
Swimming	337	Camping	448
Motorcycling	84	Golfing	186
Tennis	35	Youth Leadership	71
Bicycling	216	Hockey	133
Bowling	156	Curling	181
Skating	162	Baseball	128
Play a Musical Instrument	171		

In Part 2.4, we focused on the social capital of the community, specifically, the community membership and volunteer participation of the residents. It becomes very evident that the level of social capital is very high with 47% of respondents reporting membership in local organizations and 53% volunteering on a regular basis. Total volunteer hours per year amount to 4,392 hours. Using a \$10.00 per hour rate, these volunteer hours represent over \$43,000 of in-kind dollar contribution within the Red Rock community.

Recreation membership is considered low with only 538 respondent reporting. Of those who responded to the question, 35% reported having an annual paid up membership with the Recreation Department while 65% did not have an annual paid up membership

Do you volunteer		Volunteer hours per Month			
Yes	No	2 to 5 hours	6 to 10 hours	11 to 15 hours	16 hour or more
362	321	198	83	30	55
53%	47%	29%	12%	4%	8%

	Yes	%	No	%
Belong to a local organization	346	47%	336	53%
Annual Recreation membership (538 respondent)	186	35%	352	65%

# **Appendix F**

## **Business Development**

Business Development Sub-Committee Workshop  
Thursday, April 26, 2007

Thirteen participants attended the Business Development Sub-Committee Workshop on April 26:

Russell Simmons

Larry Stansell

Christine Hettrick

Carl Sodergren

Troy Morris

Wayne Plante

Saila Imhoff

Phillip McGuire

Trudy Bellamy

Lindsay Roy

Marlene Pandy

Linda Sodergren

Denis Bernard

Yvon opened the workshop by welcoming the participants and thanking them for their attendance in this important activity.

Participants were given an overview of the Community Adjustment Mandate to ensure that they understood the purpose of the CAC and its deliverables. Also, they were given an explanation of the term “viability” to ensure that they understood the CAC deliverables.

Participants introduced to the workshop agenda, a summary of the Red Rock community data, which was collected during the household survey project, and a summary of the SWOT analysis information, which was collected at the public meeting.

Discussions were held with the participants regarding business opportunities, entrepreneurs, business development/investment funds, the closure of NORAMPAC, and community spirit.

A ten minute break was given at 8:30pm.

After the break, the participants were guided through the “Paper Clip” exercise, where they were asked to brainstorm and give uses for the paper clip, other than holding paper. Twenty six other uses were provided, such as hairclips, leaders for fishing, hole puncher, lock picker, etc.

At this time, participants were divided into two workgroups, and asked to brainstorm ideas around three fundamental questions.

These questions were:

1. What type of businesses could be encouraged by the Municipality to set up in Red Rock?
2. What would be the biggest challenge faced by the Municipality in attracting such businesses?
3. What should the Municipality do to make this happen?

The groups were given ten minutes to develop ideas for each question, and then were asked to each vote on one idea per question. The ideas were presented to the participants as a whole, and were asked to each vote on one idea out of the combination of both groups. The resulting ideas with the most votes will be researched by the CAC staff to verify their viability. If proven to be viable, these ideas will be included in our final report to council.

The following ideas were generated during this brainstorming session:

1. What type of businesses could be encouraged by the Municipality to set up in Red Rock?

Group 1:

Fine arts facility  
Historical voyage  
Shuttle Service  
Research facility  
Theme Park, with rides  
Gas station/restaurant/souvenir shops  
Billet students for school  
Tea room/gift shop/theatre  
Water testing facility  
RV Park and Campground  
Canoe and Boat Rentals  
Trades Opportunities  
Molly Maid  
Info Centre for seniors (access to government programs)  
Yard and Landscaping

Group Two:

Bait shop  
Dept. Store  
Boat and Canoe sales and rentals  
Co-Gen Plant  
Ethanol Plant  
Tree Nursery  
Marina Expansion  
Call Centre  
Butterfly Conservatory  
Wildlife Rehabilitation Centre  
Science Centre  
Gift Shop  
Recycling Plant  
Mini Mall  
Provincial Park  
Real Estate Agent  
Ad. Agency  
Wind Farm  
Solar power manufacturing  
Hiking Trail network/observatory with loft system  
ATV Rentals

2. What would be the biggest challenge faced by the Municipality in attracting such businesses?

Group 1:

Financing  
Negative attitude  
Local support  
Land for businesses  
Identifying local talent  
Closeness to Thunder Bay

Lack of Trades People  
Publicity/Marketing

Group 2:

No commercial land  
No community profile  
No economic development  
No flexibility  
Municipal taxes  
Webpage

3. What should the Municipality do to make this happen?

Group 1:

Beautify RR Road and area  
Development fund to encourage businesses  
Rezone land for commercial  
Facilitate with government programs  
District Development and Community Info Manager  
District cooperation  
Use part of recreation building for town offices and library  
Survey to see what services people will pay for

Group2:

Re zone  
Create ED Office  
Communication with residents regarding current area information  
Redefine by-laws-loosen/tighten/clarify/exceptions  
More political leadership  
Networking

The following ideas, having received the most votes, will be researched by the CAC staff for viability:

1. What type of businesses could be encouraged by the Municipality to set up in Red Rock?

Gas station/Restaurant/Souvenir Shop  
Butterfly Conservatory  
Hiking Trail/Observatory on the Red Rock Community Adjustment

2. What would be the biggest challenge faced by the Municipality in attracting such businesses?

Local support  
No commercial land  
No Economic Development Office

3. What should the Municipality do to make this happen?

Create an Economic Development Office  
Beautification  
Provide Information on District Development  
Re-zone

The workshop was adjourned at ten pm, with Yvon and Leah thanking all attendees for participating.

# **Appendix G**

## **Municipal Revenues and Service Expenditures**



Municipal Revenues and Service Expenditures Sub-Committee Workshop  
Thursday, May 3, 2007

Three participants attended the Municipal Revenues and Service Expenditures Sub-Committee Workshop on May 3: Larry Marshall, Rose Ann Crevier, and Jackie Brewer. Yvon opened the workshop by welcoming the participants and thanking them for their attendance in this important activity.

Participants were given an overview of the Community Adjustment Mandate to ensure that they understood the purpose of the CAC and its deliverables. Also, they were given an explanation of the term “viability” to ensure that they understood the CAC deliverables.

Participants introduced to the workshop agenda, a summary of the Red Rock community data, which was collected during the household survey project, an overview of the roles and activities of a Municipal government, and a summary of the SWOT analysis information, which was collected at the public meeting.

Discussions were held with the participants regarding the municipality, and what can and can not be controlled by the Municipal government.

The participants were guided through the “Paper Clip” exercise, where they were asked to brainstorm and give uses for the paper clip, other than holding paper. Sixteen other uses were provided, such as hairclips, fishing hook, hole puncher, lock picker, etc.

All participants were involved in the “Kill the Red Rock Community” game, where they were asked the following question:

“What are some of the issues that would prevent the municipality from sustaining itself or prevent it from growing?” Some of the ideas generated were:

The status quo  
Young families leaving  
Property owners not fixing up their properties anymore  
Aging population  
Closing the Recreation centre  
Loss of revenues  
Reduced tax base  
Closing the schools  
No employment opportunities  
Municipal leadership  
Loss of emergency services (fire, ambulance, and police)

This allowed the participants to understand that without knowing what could harm us, we would not know how to prevent it from happening.

At this time, participants were asked to brainstorm ideas around three fundamental questions.

These questions were:

1. What could the municipality do to generate sufficient revenues?
2. What could the municipality do to reduce operating expenses?
3. What could the Municipality do to make these solutions happen?

The participants were asked to develop ideas based on these three questions. The resulting ideas will be researched by the CAC staff to verify their viability. If proven to be viable, these ideas will be included in our final report to council.

The following ideas were generated during this brainstorming session:

1. What could the municipality do to generate sufficient revenues?

RV park/Campground, with showers  
Rezone to help attract more businesses  
Market the Municipality to businesses  
Raise taxes/User fees  
Rent out the Municipal building

2. What could the municipality do to reduce operating expenses?

Amalgamate  
Be more energy efficient  
Review access to duplicate services (with Nipigon), such as pool, rink, ball park

3. What could the Municipality do to make these solutions happen?

Make better use of the Recreation Centre (commercial)  
Include recreation fees in with service bills (then everyone pays)  
Have an Economic Development Officer

These ideas will be researched by the CAC staff for viability, and if found to be viable, will be included in our final report to council.

The workshop was adjourned at 9:40 pm, with Yvon and Leah thanking all attendees for participating.

# **Appendix H**

## **Community Quality of Life**

Community Quality of Life Sub-Committee Workshop  
Thursday, May 10, 2007

Seventeen participants attended the Community Quality of Life Sub-Committee Workshop on May 10:

Delaine Todesco	Ken Passingham	Bill and Phyllis Seguin
Cheryl and Jim Hendriken	Guy Rioulx	Sandra Buck
Susan Cantley	Catrin Benson	Marilyn Young
Larry Marshall	Jocelyn Sarrasin	Wendy and Dana Houston
Trudy Bellamy	Marlene Pandey	

Yvon opened the workshop by welcoming the participants and thanking them for their attendance in this important activity.

Participants were given an overview of the Community Adjustment Mandate to ensure that they understood the purpose of the CAC. Also, they were given an explanation of the term “viability” to ensure that they understood the CAC deliverables.

Participants were introduced to the workshop agenda, a summary of the Red Rock community data, which was collected during the household survey project, an overview of the meaning of quality of life, and a summary of the SWOT analysis information, which was collected at the public meeting. Discussions were held with the participants regarding the current quality of life issues, and what can and can not be controlled by the Municipal government.

The participants were guided through the “Paper Clip” exercise, where they were asked to brainstorm and give uses for the paper clip, other than holding paper. Eighteen other uses were provided, such as finger nail cleaner, fishing hook, zipper pull, lock picker, etc.

Participants were split into two groups, and were asked to brainstorm ideas around three fundamental questions.

These questions were:

1. What are the important quality of life issues that should be maintained by the Municipality?
2. What could prevent the Municipality from maintaining these quality of life issues?
3. What tools should be used or developed by the Municipality to preserve and maintain a satisfactory level of quality of life in Red Rock?

The participants were asked to develop ideas based on these three questions. The resulting ideas will be researched by the CAC staff to verify their viability. If proven to be viable, these ideas will be included in our final report to council.

The following ideas were generated during this brainstorming session:

1. What are the important quality of life issues that should be maintained by the Municipality?

Group One:

Recreation Centre/Arena/Pool  
Folk Festival/Kids Fish Derby  
Library and Programs  
Community Policing  
Elderly Transit/Handicap Bus

Marina  
Ambulance Base  
Roads  
Community Nurse  
Water Quality and Health of Lake Superior  
Fire Department

Group Two:

Marina  
Beach Development  
Sports Camps/Summer education  
Nature Retreats  
Recreation Centre  
Year round swimming pool  
Community Safety  
Infrastructure  
Fire Department  
Snow Plowing  
Public Works  
Stores  
Library  
Quiet/Clean/Beauty of Red Rock  
Social Clubs/Entertainment  
Promote Community  
Off Highway  
Access to Thunder Bay  
Police Service  
Fish Derbies  
Support local Businesses  
Sense of Community  
Affordability  
Kids Programs

2. What could prevent the Municipality from maintaining these quality of life issues?

Group One:

Money/Resources  
Population  
Demographics  
Available Labour Market  
Lower Tax Base  
Government downloading  
Further loss of local support  
Lack of collaboration of agencies  
Property Standards

Group Two:

Money  
Population  
Leadership/Champions

Lack of Trades people  
Consumers  
Market  
Volunteers  
Attitude

3. What tools should be used or developed by the Municipality to preserve and maintain a satisfactory level of quality of life in Red Rock?

Group One:

Economic Development Office  
Further assessments/surveys/statistical resources  
More open council

Group Two:

Encourage residents to take part  
Make wishes known  
Explore grants  
Public meeting with council for information/answers  
Source of Information  
Positive attitudes  
Search for more realistic solutions  
Information meeting/website  
Newspaper  
Talent registry at the town office with volunteers and trades people

After combining the ideas with the most votes from each group, the participants were asked to vote again, the resulting ideas with the most votes will be researched by the CAC staff for viability, and if found to be viable, will be included in our final report to council:

1. What are the important quality of life issues that should be maintained by the Municipality?

Community Safety/Emergency Response Services/Community Nurse/Fire Department/Policing  
Recreation Centre/Arena/Pool  
Marina/Waterfront/Water Quality of Lake Superior

2. What could prevent the Municipality from maintaining these quality of life issues?

Money/Grants/Investment  
Resources/Volunteers/People/Skills  
Lack of a plan

3. What tools should be used or developed by the Municipality to preserve and maintain

Public Meeting/Clarification of information/Access to information  
Grants/Possible Funding  
Economic Development Office

The workshop was adjourned at 10:00 pm, with Yvon and Leah thanking all attendees for participating.

# **Appendix I**

## **Community Reputation and Image**

Community Reputation and Image Sub-Committee Workshop  
Thursday, May 17, 2007

Ten participants attended the Community Reputation and Image Sub-Committee Workshop on May 17:

Tim and Kathy Chappell  
Jackie Brewer  
Gary Kirby

Phillip McGuire  
Trudy Bellamy  
Jennifer Dawson

Catrin Benson  
Guy Rioux  
Liz Harvey-Foulds

Yvon opened the workshop by welcoming the participants and thanking them for their attendance in this important activity.

Participants were given an overview of the Community Adjustment Mandate to ensure that they understood the purpose of the CAC. Also, they were given an explanation of the term “viability” to ensure that they understood the CAC deliverables.

Participants were introduced to the workshop agenda, a summary of the Red Rock community data, which was collected during the household survey project, an overview of the meaning of quality of life, and a summary of the SWOT analysis information, which was collected at the public meeting. Discussions were held with the participants regarding why people come to Red Rock, past dependency on the mill, uniqueness of Red Rock, marketing and promotion, municipal infrastructure, and past experiences.

Participants were involved in the “5 minute Impression” exercise, where they were asked to mentally drive into town, and comment on their first impressions. Comments that were made included: where is the downtown core? Business section? The waterfront is beautiful, there is an excellent quality of life here, there is no signage at the junction of Hwy 11/17, or at the corner of Baker and White, the people are excellent, the trees and the lake are beautiful.

A discussion was held with the participants regarding what constitutes the downtown core of a community, and what is the image of a community.

The participants were guided through the “Paper Clip” exercise, where they were asked to brainstorm and give uses for the paper clip, other than holding paper. Many other uses were provided, such as finger nail cleaner, fishing hook, zipper pull, lock picker, etc.

Participants were split into two groups, and were asked to brainstorm ideas around three fundamental questions.

These questions were:

1. What would be the most positive image that non-residents would have about your community?
2. What would be the most negative image that non-residents would have about your community?
3. What should the municipality do to enhance its current image and reputation?

The participants were asked to develop ideas based on these three questions, and vote on the ones they feel are most important. The resulting ideas will be researched by the CAC staff to verify their viability. If proven to be viable, these ideas will be included in our final report to council.

The following ideas were generated during this brainstorming session:

1. What would be the most positive image that non-residents would have about your community?



Group One:

Lakefront/marina  
Landscape  
Safety/freedom  
Friendly People  
Easy to get around  
Sense of community  
Clean  
Fresh air  
Low traffic  
Calm/quiet  
Multigenerational  
Volunteers  
Small town atmosphere  
Homey  
Rec/hub  
Charisma  
Neighbourhood

Group Two:

Nature/beauty/scenery  
Silence/solitude  
Quaintness  
Old fashioned values  
Family/traditional habits  
Cross-generations  
Safeness and security  
Friendly  
Marina/waterfront vista  
Historic Red Rock Inn  
Hiking trail/Quebec lodge  
Great weather  
Sunrise/sunset  
Boating  
Fishing

2. What would be the most negative image that non-residents would have about your community?

Group One:

No major industry  
Not enough population to keep businesses open  
No signage  
No souvenirs  
Streets are in poor condition  
No late night eating/coffee shops  
Houses are run down  
No bars/bistros/taverns  
Limited accommodations  
View of the idle mill  
Lack of cultural events

No supplies available  
No shopping  
Lack of activities/social/teens  
No gas station

Group Two:

Red Rock corner  
Mill/tracks  
Mill fences  
Recreation Centre and Saunders (building and maintenance)  
No place to stay  
No showers or Laundromat  
No tourist info  
No signage  
No reason to turn in off the highway  
No welcome to Red Rock sign, or directions  
No gas station  
No outfitters  
Businesses have limited hours

3. What should the municipality do to enhance its current image and reputation?

Group One:

Brighten up town, paint, and signage  
Tourist centre  
Marketing/publicize  
Benefits to newcomers/zoning by-laws  
Welcome services  
Economic development officer  
Promote tourism/hiking/fishing  
More special events like festival  
Collaborate with city and other towns  
Support local talent  
Golf course/north shore package

Group Two:

Signage on RR corner  
Citizens group/use free human resources available  
Community champions/ambassadors  
Economic Development officer/local person  
Strategic marketing plan  
Appreciate and use local talent  
Market and promote local artisans  
Signage indicating business/services/attractions  
Beautify  
Clean up highway 628  
Fix Baker/White intersection

After voting, the ideas were combined to form a plan of research for the CAC staff. The resulting ideas will be researched by the CAC staff for viability, and if found to be viable, will be included in our final report to council:

1. What would be the most positive image that non-residents would have about your community?

Lakefront/Marina  
Scenery

2. What would be the most negative image that non-residents would have about your community?

No signage  
Limited accommodations  
No tourist information

3. What should the municipality do to enhance its current image and reputation?

Brighten up town  
Signage  
Citizens' Group

The workshop was adjourned at 10:00 pm, with Yvon and Leah thanking all attendees for participating.

# MAP