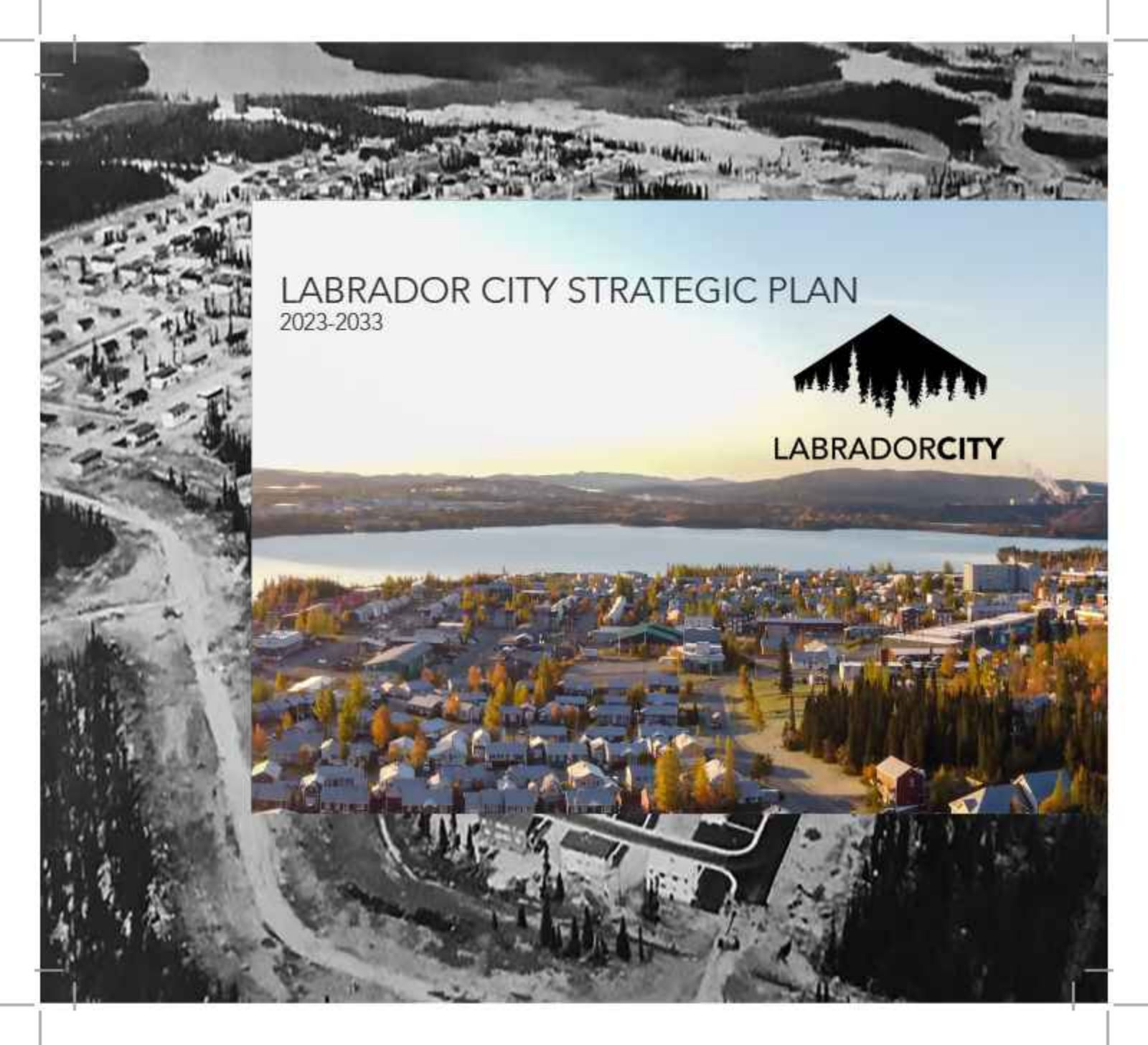


The background of the cover is a composite image. The top half shows a black and white aerial photograph of a town, likely Labrador City, with a river or lake winding through it. The bottom half shows a color aerial photograph of the same town, but with autumn foliage on the trees. The town is situated on a hillside overlooking a large body of water, with mountains in the distance.

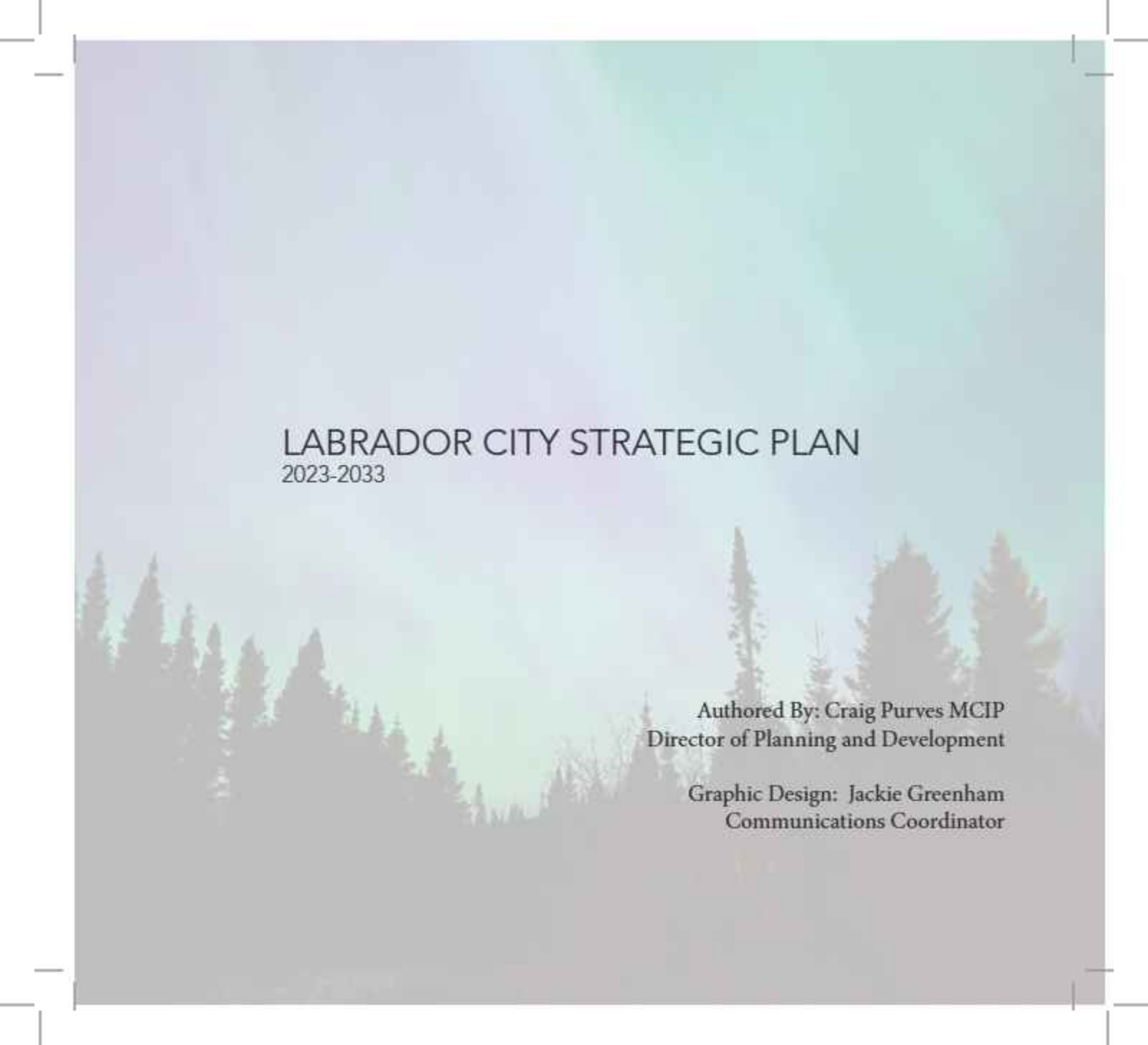
LABRADOR CITY STRATEGIC PLAN

2023-2033



LABRADORCITY





LABRADOR CITY STRATEGIC PLAN

2023-2033

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Message From the Mayor

As your mayor, I feel that growth and progress is the way forward for our community. To achieve the results we want to see, we need to work together to prioritize our initiatives, to identify our goals, and construct a comprehensive plan that will help Labrador City become a healthy, thriving, and progressive community.

As elected officials, Council is here to lead for the betterment of our community. We strongly believe that to succeed we need to recognize the needs of our residents and in doing so, we must be inclusive of all who live here. That means listening to our residents, breaking the barriers and being candid about what we are working toward and the methods and models we use to get there.

We understand that living in a remote area can often be challenging. "A little more in Labrador" rings too familiar for all of us. That is why partnerships and Government support are critical for the growth of our community. The pages that follow present a strategy that will help guide us toward positive change, tangible results, and a better quality of life for all.

Belinda Adams

Mayor of Labrador City



Meet the Councillors



Mitchell Marsh
Deputy Mayor



Dawn Willcott
Councillor



Junior Humphries
Councillor



Kim Hartery
Councillor



Ryan Pike
Councillor



Jonathan Riviere
Councillor

**Heavy Lifting:**

Early development of the mining sector in Labrador City. A haul truck being lifted while two workers assist. This haul truck looks to be a new piece of equipment arriving on site.

BACKGROUND & HISTORY

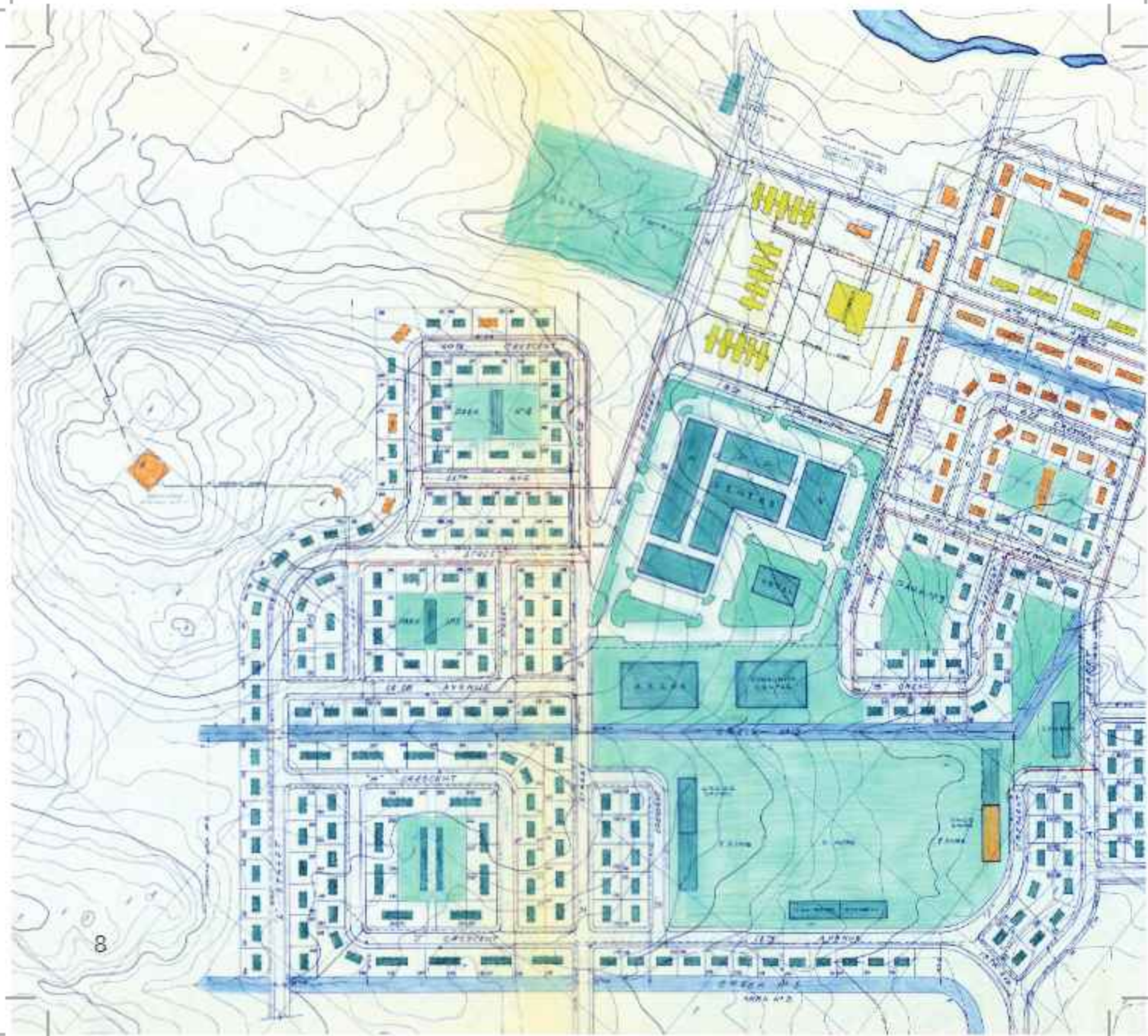
Labrador City, a remarkable community nestled in the heart of Labrador's untamed wilderness, has a history that reflects the enduring spirit of its people. This story begins with the pioneering spirit of Albert Peter Low, a Canadian geologist whose exploration in 1893 uncovered rich ore deposits, ultimately changing the landscape of Labrador forever. However, it wasn't until World War II that the true potential of these resources became apparent, leading to the formation of the Iron Ore Company of Canada (IOC) and the rapid development of Labrador City.

The Early Years

In 1956, surveying and mine mapping marked the first steps in Labrador City's industrialization. Within four years, the construction of the "Carol Project" was underway, heralding the town's transformation. Many early miners arrived with the intention of making a quick profit, but as the work continued and families settled in, Labrador City began to evolve.

Building a Community

The transition from camp-style housing to single-family dwellings started in 1960, as families arrived to put down roots. IOC's master plan for the town adopted the "Garden City" concept, featuring inter-connecting green spaces in residential neighborhoods. These communal spaces allowed for recreation, play, and off-street parking, some of which still exist today. By 1961, the Carol Project was incorporated as the Town of Labrador City, a name chosen by then Premier Joseph Smallwood.





BACKGROUND & HISTORY

The Smallwood Era

Labrador City's growth was emblematic of the Smallwood Era, a period defined by industrialization and economic prosperity. It became a company town, with IOC actively participating in its development. Throughout the 1960s, the town saw exponential growth, with the construction of numerous amenities, including the Smokey Mountain Ski Club, a library, a movie theatre, shopping centers, sports facilities, and more. The first Winter Carnival in 1963 marked the beginning of a beloved annual tradition.

Left: Topographical map of Labrador City circa 1960.



Housing Development

Top: The groundwork for roads underway while houses are being constructed.

Bottom: Construction of the Embassy apartment complex which still remains to be the tallest building in Labrador City.

BACKGROUND & HISTORY

Challenges and Resilience

As a one-industry town, Labrador City's future has always been tied to the demand for iron ore. Despite facing major layoffs, union strikes, plummeting ore prices, business closures, and the departure of some families during economic downturns, the community has consistently shown resilience. The people of Labrador City remain committed to preserving and rebuilding their community.

A Return to the Roots

In shaping this strategic plan, the Town Council aims to return to the spirit of Labrador City's early days. A time when the quality of services was high, improvements were swift, and a deep sense of community prevailed. Labrador City was not just a town; it was a community of families and a beacon of prosperity in a remote wilderness.

Facing Forward

Labrador City's history is a testament to the strength and determination of its residents. It serves as a reminder that in the face of adversity, communities can adapt and thrive. As Labrador City looks to the future, it does so with a renewed commitment to its roots, ensuring that the legacy of this remarkable community continues to shine brightly.



Building a Community

Top Left: The Labrador West Arts and Culture Centre

Bottom Left: Centennial Park

Top Right: The Carol Lake Shopping Centre.

Bottom Right: Children in costume at the park



Above: Vehicles parked at the Carol Lake Shopping Centre in front of the old Bowrings store.



Winter Carnival

One of the first or perhaps the first winter carnival.



More Carnival Fun

The Labrador City Fire Department leads the 1975 Winter Carnival Parade.

Ashuanipi Building

The Ashuanipi Club opened in 1962 as the first social club for Labrador City.





The Carol Lake Shopping Centre

Vintage vehicles in front of Woolworth's. While this department store was a popular shopping spot, it was probably best known for its lunch counter which was frequently enjoyed by students who favoured their fries, dressing, and gravy.

DEVELOPING A PLAN

VISION

To be the leading standard of a modern, healthy, and progressive community that embraces diversity and promotes inclusivity in all respects.

MISSION

The Town of Labrador City is a dynamic, service driven organization that seeks to provide an exceptional quality of life to its residents. This will be achieved through a strong commitment to long-term fiscal responsibility and sustainability, stewardship of the environment, and open, honest and transparent communication with its citizens.

VALUES

Integrity, Respect, Excellence, Fairness and Inclusion.

COUNCIL STRATEGIC PRIORITIES

- Economic Development
- Housing
- Environment
- Citizen Engagement
- Beautification
- Regional Governance
- Urban Renewal
- Tourism
- Sports & Programming
- Accessibility

ADMINISTRATIVE STRATEGIC PRIORITIES

- Fiscal Responsibility
- Service Excellence
- Strategic Decision Making
- Employee Contribution



Spectators Gather

A parade in procession on Matthew Avenue as onlookers stand by.



These images capture the vibrant essence of the community from years past, and were the inspiration behind the "return to our roots" concept that shaped this strategic plan.

CORE VALUES

Integrity: The Town of Labrador City maintains an ethical standard that protects the interests of the public and ensures all decisions are made honestly, critically and with positive intent.

Respect: Maintaining respect at the workplace is paramount. This blankets all operations both internally and when dealing with the general public. All employees and Council must be respectful and courteous in all Town business affairs.

Excellence: The Town of Labrador City promises a standard of excellence in service delivery. Continuously striving to make improvements that are comprehensive, convenient and inclusive, the Town strives to be at the forefront of the latest methodologies to operate efficiently and effectively.

Fairness: Consistency and equality in all manners of Town business is mandatory and will be conducted under municipal policies.

Inclusion: The Town of Labrador City will continue to offer inclusivity in services and making advancements in becoming a fully accessible community.





A photograph of a long, dark-colored industrial building with several large white roll-up doors. The building is set against a sky with scattered clouds. The foreground is a flat, light-colored surface, possibly gravel or concrete. The word "FACILITIES" is overlaid in a light blue, sans-serif font across the middle of the image.

FACILITIES





ARENA STORAGE SPACE



The Labrador City Arena stands as the bustling recreational centerpiece of the Town, housing the Town's Department of Recreation and orchestrating a diverse array of events and programs year-round. Typically, the ice surface is meticulously crafted from mid to late August and remains in place until mid-May, offering booking options for hockey, figure skating, tournaments, and community skating events.

Beyond its local prominence, the Arena holds the unique distinction of being the sole venue in Labrador West capable of hosting large-scale events, exemplified by its role as the venue for Cain's Quest, accommodating approximately 600 seated spectators on its covered ice.

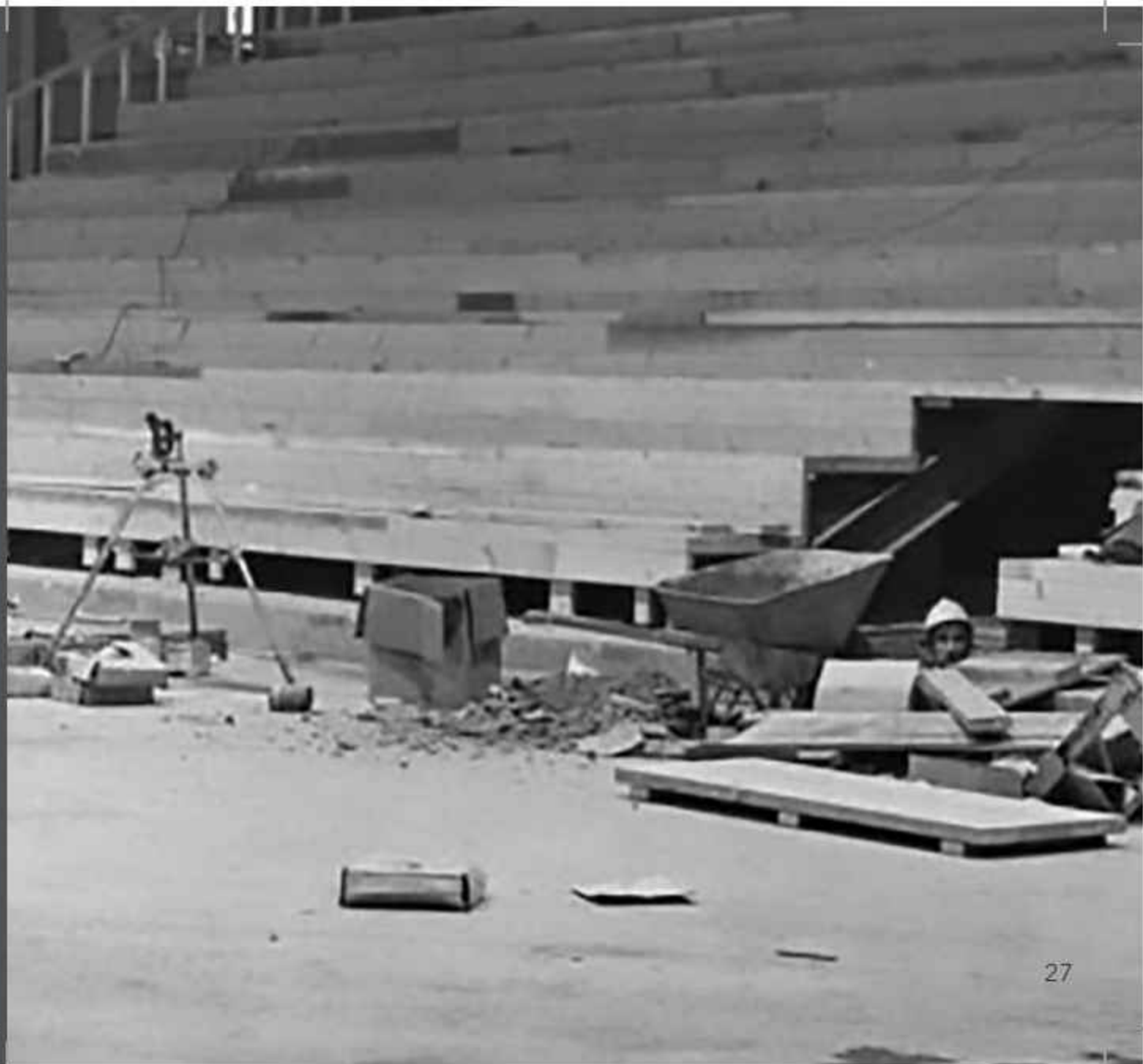
To address the escalating need for storage space due to a burgeoning inventory, the immediate plans involve expanding the Arena. Originally planned as an expansion on the south face of the building, the design has shifted to a standalone structure at the rear of the arena. This expansion will provide approximately 465m² of additional storage space and is slated for construction to commence in 2024, through a considered expansion.

ARENA STORAGE SPACE

Despite its age, the Arena remains the primary public building in the town, having undergone careful maintenance over the years. Several small expansions have been executed, such as a 30' x 20' addition in 2010 to house a new refrigeration plant and a prior expansion on the south side dedicated to storing and maintaining the Zamboni machine. Additional enhancements, including an indoor play space and an indoor turf, have been strategically implemented to optimize the building's utility.

Conducting a comprehensive facility audit in 2016 in anticipation of the multiplex expansion revealed that while no major systems require replacement, the most conspicuous shortcoming in the existing structure is its non-compliance with contemporary accessibility standards. Addressing this deficiency will be a key focus as Labrador City Arena evolves to meet the diverse needs of its community.

Right: Initial construction of wooden bleachers in the Labrador City Arena.







CURLING CLUB RENOVATIONS

The Carol Curling Club, established in 1962 with around 100 members, boasts a rich history of producing top-tier curlers from Labrador West, such as Mark Nichols and Mike Adam, Gold Medalists at the 2006 Winter Olympics. This 4-sheet curling facility not only serves as a venue for various social events throughout the year but also doubles as a community space for meetings, catering, and special activities like the popular community pancake breakfasts.

From competitive leagues to recreational play, annual tournaments to one-time group rentals, The Carol Curling Club offers a diverse range of experiences for curling enthusiasts. The facility isn't limited to curling events; it hosts non-curling gatherings like social galas, conferences, and large trade shows. The upstairs lounge accommodates medium-sized events year-round, and during the summer months, the curling ice is removed to transform the ice shed into a spacious venue for high-capacity events.

CURLING CLUB RENOVATIONS

Recent upgrades to the facility include a new chiller, an accessible washroom, and a ramp. Notably, improvements have been made to the bar area in recent years. However, despite these efforts, the Carol Curling Club remains in clear need of revitalization.

In 2021, a condition assessment was commissioned, revealing that major systems, including mechanical, electrical, and structural components, have reached the end of their usable life and require significant upgrades. Furthermore, the existing layout poses a distinct barrier to making the ice surface and basement level fully accessible to individuals with mobility limitations.

The short-term goals for 2024 includes assessing whether the current building can undergo retrofitting or if the construction of an entirely new facility is justified. These alternatives will be thoroughly evaluated to guide future decisions on capital renewal.



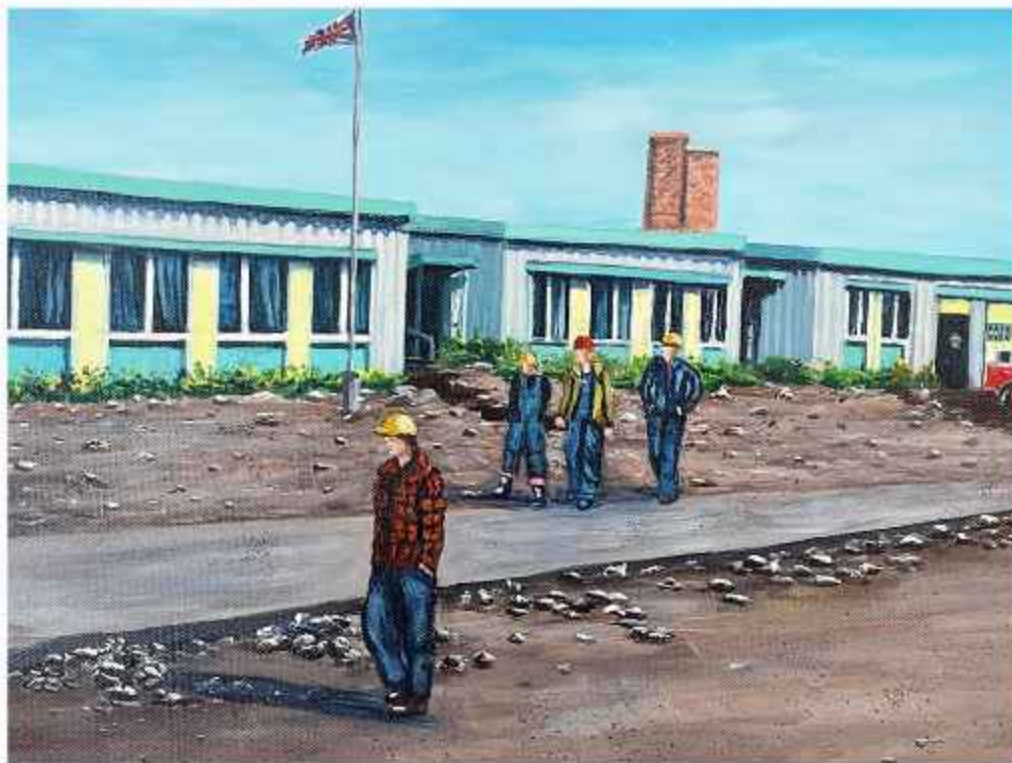




TOWN HALL/FIRE HALL **UPGRADES**

Constructed in the 1960s, the Town Hall originally served as the old police station and jail. Following the town's incorporation, it was repurposed as both a Town Hall and Fire Hall. Even though the holding cells are remnants of its past, they still exist in the basement, now repurposed for archival storage.

A comprehensive condition assessment in 2021 aimed to evaluate the long-term viability of the structure and guide future capital reinvestment. While the major systems were generally found to be in good condition, the roof is approaching the end of its usable life and will require replacement. The assessment also identified comfort issues in interior spaces, such as air leakage around windows and inadequate thermal insulation in exterior walls. A significant deficiency noted is the insufficient office space for the growing workforce.



Above: Paving the Way

This image shows the transition of gravel to paved roads in front of the Town Hall on Hudson Drive. Artist: Marjorie O'Brien.

Right: The old firehall, then a separate facility from the Town Hall.







NEW COMPLEX

The desire for a new sports complex in Labrador City traces its roots back to the early 1980s when a community-driven fundraising initiative took place. Despite the efforts of dedicated stakeholders, this endeavor did not culminate in the construction of the envisioned complex. Instead, the funds raised were redirected toward the Drake Teen Center and the Arts & Culture Centre.

In 2010, a renewed interest in a versatile sports complex emerged, leading to formal planning for a center encompassing a modernized pool, gymnasium, fitness center, and gymnastics facility. The proposed facility was designed as a substantial renovation/expansion onto the existing Labrador City Arena. While the capital cost was significant, it was deemed feasible with the condition of approval and support from provincial and federal funding agencies.

Despite repeated submissions for funding approval, the project faced consistent setbacks. Government grants remained elusive, with feedback indicating that the proposed facility's cost was deemed excessive. Additionally, the government expressed reluctance to fund a sports complex duplicating amenities already present in the Mike Adams Recreation Complex, especially without a commitment to a regionalized operation and management structure. Failing to secure a solid regional commitment, Labrador City shifted its focus to the Tanya Lake Community Center in 2018.

NEW COMPLEX

The Tanya Lake Centre was designed as a scaled-down, non-sport-based facility, carefully avoiding overlap with existing amenities in the Mike Adams Recreation Complex. The facility aimed to seamlessly integrate into the Tanya Lake trail network, enhancing the beach's potential. Featuring a distinctive open stairway, the center included a multipurpose room, studio rooms, an artist program room, a sound studio/jam space, a community kitchen serving as both a catering preparation area and teaching space, along with soft amenities like washrooms, change rooms, and a café.

Despite substantial corporate funding, a healthy capital reserve fund, and a sustainable operating model, the Tanya Lake Centre faced funding denial in 2020's call for applications. The closure announcement of the Mike Adams Recreation Complex in 2020 prompted a reassessment of regional priorities. Recognizing the need for ongoing support, the Town

of Wabush and Labrador City collaboratively explored a regional governance structure for sustainable facility operation. A working committee comprising of representatives from both councils and their management teams drafted and signed a Memorandum of Understanding outlining the conditions for regionalizing recreation. As efforts continue, the goal is to establish a comprehensive plan for capital reinvestment with the hope of ensuring the sustainable operation of the facility.

Right: The need for a new sports complex was recognized nearly four decades ago with fundraising efforts being integrated into the initial planning stage



On hand for the Co-op monthly presentation to the Sportsplex Trust Fund were President Stan Robinson and Joan Campbell who presented the April - May donation to Jerome Gover. Looking on are Jack Bartlett, Vice President of the Co-op and Dave Thomas, Recreation Director. Bev Whitten of the Labrador West Basketball Association made a donation to Mo Caines of the Sportsplex group.



GYMNASTICS FACILITY

Founded in the early 1970s by coaches Art Square and Diane Gear, the Snowbirds Gymnastics Club originated as a school-based program and later evolved into a non-profit organization with a membership of over 430 youth. For over 30 years, the club operated out of the A P Low School's gymnasium, setting up and dismantling equipment at each practice.

In 2007, the club transitioned to the former LCC gymnasium, establishing a permanent equipment setup. Subsequently, the club utilized the old Ashuanipi Club, owned by the town and operated as a youth center at that time.

Currently based at the LCC, the Town supports the club with an annual grant for their lease. Previous attempts to include a gymnastics facility in a proposed multiplex with around 9000 square feet of indoor space have been impeded by unsuccessful funding applications.

To expedite development, the Town is now considering a standalone structure for gymnastics, given the specific needs for fixed equipment and a dedicated space. This approach is seen as more sensible, as it would be quicker to construct and reduce future capital costs compared to a multiuse facility.

Falling under the umbrella of regional recreation, a site has been secured in the Town of Wabush on Grenfell Drive. Conceptual drawings and high-level cost estimations have been prepared, building upon previous imaginings of this facility. With the site now secured, the town will begin finalizing the model and advancing the detailed design drawings in preparation for construction, which is optimally slated to commence in 2025. The Town is optimistic that this will be the first major joint venture between the communities.

An aerial photograph showing a large body of water on the left, a dense forest of evergreen trees on the right, and a small town in the background. In the foreground, there is a small peninsula with a rocky shore and a small pond. The text "OPEN SPACE" is overlaid in the center in a yellow, sans-serif font.

OPEN SPACE







BOOTH MASTER PLAN

The Booth St. recreation hub stands as a focal point within Labrador City's recreation offerings, providing both residents and visitors with access to a diverse array of facilities, including the arena, curling club, ball field, multipurpose courts, skatepark, and BMX pump track.

Over time, the site has developed organically, but the Town has recognized a lack of cohesion among its various features. In 2018, the Town took a strategic step by completing the Booth Avenue Master Plan, prioritizing the site for redevelopment. The envisioned redesign encompasses new parking and storage areas, a relocated ball field, and the addition of several new soccer fields to enhance the overall appeal and functionality of the space.

The plan's implementation is designed to unfold gradually. Short-term improvements include expanding the skateboard park and relocating the softball field from

the Al Thoms Recreation Area. The construction of a turf soccer field is contingent upon the potential future repurposing of the current soccer area, particularly if there is a demand for commercial development in that space. This phased approach ensures thoughtful and systematic enhancements to the Booth St. recreation hub, aligning with the Town's vision for a more cohesive and functional community space.

Tanya Lake

FRONTIER 53
TRAIL ACCESS



LABRADORWEST





FRONTIER 53 TRAIL

In 2016, the Town initiated a project to rejuvenate Tanya Beach and the adjacent boardwalk/trail system encircling the lake. During this period, the beach faced noticeable underutilization, occasional vandalism, and the deteriorating condition of the boardwalk, posing hazards, especially for dog walkers.

The objective was to transform the area by improving accessibility, encouraging beach and trail usage. The beachfront trees were pruned and thinned to enhance visibility, while the old boardwalk was replaced with a widened, at-grade walking trail around the lake. This modification facilitated year-round access, with winter grooming became possible.

The positive impact of these modest enhancements was immediate, resulting in increased usage and favorable responses from residents. Tanya Lake swiftly became the focal point of the community's outdoor amenities, attracting individuals of all ages.



FRONTIER 53 **TRAIL**

In 2018, the Town collaborated with Wabush and Gateway Labrador to establish the Frontier 53 Trail, a multi-use trail network aligned with provincial tourism guidelines. Through partnerships with the provincial and federal governments and substantial support from the Iron Ore Company of Canada, a master plan for the trail network was developed by landscape architecture firm Fathom Studios.

Currently we are undertaking Phase 2b, which is scheduled for completion in 2024, and will extend the trail to the Al Thoms Recreation Area. Phase 3, is in the final planning stages, and will be submitted for funding approval in late 2024. While subsequent phases are still under evaluation, it is anticipated that by the end of Phase 4, the trail network will reach the Wabush Narrows, solidifying the connection between the two communities.



Harrie Lake Subdivision Entrance:

Today this space has become a picturesque green space that is now incorporated into the Frontier 53 Trail.

WABUSH NARROWS CROSSING

As part of the Frontier 53 network, provisions will be made to extend the walking trail networks to the Town of Wabush in order to connect the two communities together.

The communities recognize that there are many runners, cyclists and off-road vehicle users that would benefit from a crossing of the Wabush narrows that is independent and removed from the highway. The current arrangement requires a closer interaction of users with highway traffic and is neither a comfortable nor overwhelmingly safe experience.

No firm design approach has been determined at this point - the Town will explore either an independent bridge, causeway, or combination thereof to optimize the crossing.

We anticipate a two-year design lead time that will span 2027-2028. A capital reserve account was established during 2023 budget deliberations, ensuring that we have funds to undertake the project by the time we are prepared to undertake construction. Optimally, we will be positioned to break ground on the project in 2029.







INDIAN POINT REDEVELOPMENT

A key element of the Parks & Trails Master Plan involves transforming the Al Thoms Recreation Area (Indian Point) into a central trailhead for the Frontier 53 trail network. The redeveloped site will feature an expanded dog park, a boardwalk & pier for seasonal boat mooring, an observation tower, and a new playground. The design ensures ample parking and seamless integration into the trail network. As part of the broader Booth Master Plan, the softball fields will be relocated near the arena.

A section of the site has already undergone soil remediation, addressing subsurface contaminants from the old Butler Building location. Engineered drawings and tender documents are prepared and poised for release.

Implementation of this plan is contingent upon relocating the ball field to the Booth Avenue Recreation Area to minimize disruption to softball users.

Tentatively, we aim to issue and award the construction tender in Q4 2024, with site development activities scheduled for 2025.

In terms of funding, a modest capital reserve account was established in 2022. While the project is anticipated to require external funding sources, steps are being taken to bring it to fruition.





CENTENNIAL PARK

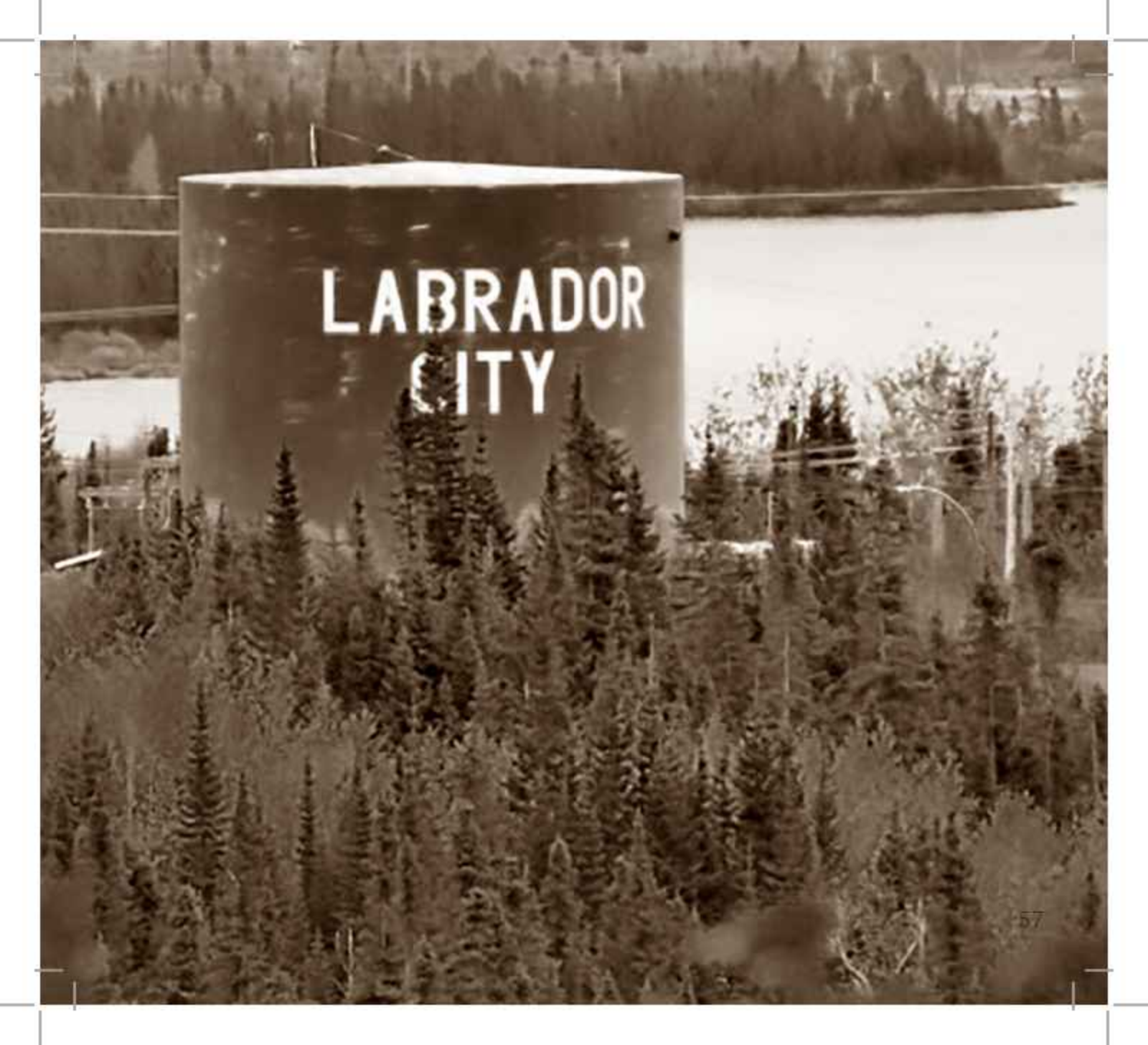
With the purchase of a new accessible centerpiece for the playground, it became essential to strategically place this equipment. To achieve this, we needed to develop a master plan that would ensure its proper placement and integration into future improvements.

When we undertook the master plan, our primary objective was to determine the optimal location for this new accessible feature. We understood that it would serve as the focal point of the playground, grounding the area for future growth and enhancements. To accomplish this, we engaged the services of Mills & Wright, a landscape architecture firm, to help develop a comprehensive design.

The plan includes several key components: making provisions for the future expansion of the splash pad, removing the existing washroom facilities which have been targets of vandalism, and creating a dedicated area where teenagers can lounge and have their own space. Additionally, we plan to develop multi-use courts for basketball, establish picnic areas, and create informal seating arrangements such as a plaza and hammock area. We also intend to maintain a large open lawn space for town events, like Canada Day celebrations.



INFRASTRUCTURE



LABRADOR
CITY



Looking West on Bartlett.
This is foreground.
- 1960

1 R612 #4 P6-4 1



First year picture
(about 1965)

1 R612 #4 P6-4 1

STREET RECONSTRUCTION

Road reconstruction occurs based on a complex condition assessment which looks at both surficial and subgrade conditions as well as other functional issues that are known, such as poor drainage, underground infrastructure repairs, or similar. Due to the substantial cost, approval of major reconstruction projects is highly dependent upon funding from federal and provincial agencies.

The Town is proactive in its applications, always making timely, thorough and comprehensive submissions. Regrettably, the full complement of projects that are submitted to the funding agencies are rarely approved in their entirety, meaning that gas tax funding needs to be re-profiled into our roadwork, or, projects are simply deferred to the subsequent.

Regular maintenance is the best strategy to combat road deterioration. The Town undertakes regular patching, crack sealing and patch repairs each year. The climatic conditions result in frost heaves, either shifting the asphalt or pushing subgrade materials to the surface which inevitably will result in cracks and fissures.



Roche Street - 200m
Completed in 2023.

Drake Avenue - 450m
Completed in 2023





Avalon Drive - Cartier Avenue -
180m
Completed in 2023



Harrie Lake - 660m
Walsh River - 640m.
Scheduled for completion in
2024



Bartlett Drive - 490m
Completed in 2023

Willow Drive
Sections to be completed in
2024



WILLOW DRIVE

Council has been aware of the issues faced by the residents on Willow Drive for some time now. Inadequate drainage results in flooding every year after the spring thaw, causing residents to become increasingly frustrated. When the road was originally constructed, storm water management was not a predominate consideration and no diversion system was installed.

Subsequently, the cost of repairing the street is high - exceeding \$6 million. Where other road reconstruction projects typically only require resurfacing, this project will require extensive redesign and complete reconfiguring of the subsurface infrastructure.

The total estimated cost for the project is approximately \$6m. And while a previous application for funding this project was denied, Council will reapply and divide the project into phases that can be completed over several years.

Phase A, which will reconstruct Willow Drive spanning from Oak Ave to Balsam Cr. is scheduled for completion in 2024, for the sum of \$2.5m.



STORM UPGRADE

The replacement of storm infrastructure in the areas surrounding Walsh River Road, Harrie Lake Road, and Duley Crescent is primarily driven by the aging condition of the existing infrastructure. Over time, the storm systems, including drainage systems, pipes, and culverts, have deteriorated due to wear and tear. These aging components are more susceptible to leaks, blockages, and failures, which

can compromise their efficiency and reliability during storm events. By replacing the aging infrastructure in these specific areas, the aim is to improve the structural integrity, functionality, and resilience of the storm water management systems.



TRUNK SEWER REPLACEMENT

The planned replacement of a section of trunk sewer between Tamarack Drive and the Town Depot as indicated below, is necessitated by indications of deterioration, including surface cracking in the asphalt and heaving along the sewer line's path. Despite conducting camera inspections, the specific issue remains unclear, prompting the need for excavation to

assess the sewer line's condition. Consequently, the line will be replaced during the excavation process to address any underlying problems and ensure long-term functionality and integrity.



INDUSTRIAL PARK - 1250M

We strongly desire to pave Humphrey/Luce Street in the industrial park as the road is currently comprised of dirt and aggregate material. Recognizing the necessity of having a paved road in the area, we have applied for funding to support this project. Unfortunately, our application was not successful, leaving us with limited options for securing the necessary funds. Despite the challenges, we remain committed to finding a viable solution to

get the road paved. However, the projected cost of the project raises concerns about its feasibility without external financial assistance. We are actively exploring alternative strategies and potential partnerships to make this paving project a reality, as we understand the importance of a well-maintained infrastructure for the businesses and stakeholders in the industrial park.



FEST

HOT TOPICS

FEST





FEST

Rio Tinto



RECREATION PROGRAMMING

IRONFEST

In 2022, the Town wanted to make a big splash by ringing in the post-pandemic era with the largest concert & festival the region has ever witnessed. Ironfest was a fabulous celebration of Canadian musicians; bringing in talent from the island with Dave McHugh, Navigators and headlined by the Sam Roberts Band from Montreal.

The reception to Ironfest was sensational, with over 1300 persons in attendance. In 2023, the Council has resolved to make Ironfest an annual event bringing in headlining acts that included Jess Moskaluke, Alan Doyle and the Arkells.

Ironfest is designed to provide entertainment and engagement for people of all ages. The festival will span 3-5 days and feature a diverse range of events, including the highly anticipated IronFest Concert. The primary goal is to attract visitors, including former residents, fans of the performers, and festival-goers, with the long-term vision of establishing Ironfest as a renowned provincial event and a prominent tourism attraction.





FACILITY ACCESSIBILITY

Ensuring that public facilities remain open and available for all persons, regardless of physical or sensory constraints is a primary directive of the Council. Numerous improvements have been made in recent years, including new accessible playground equipment in Centennial Park, an accessible ramp to the Carol Curling Club and removal of the board walk along Tanya Lake. Additionally, the Town's focus extends beyond public buildings, with Council having implemented a development program that cost shares barrier-free installations for businesses or other publicly accessible facilities within the community to help encourage accessibility to these buildings.

As described in previous sections, Town facilities were predominately built in the 1960's when accessibility standards were not a design consideration.

Where possible, the council intends to retrofit its facilities to ensure an inclusive environment for all. This is not a small undertaking - achieving modern accessibility standards is not as simple as installing ramps and widening doorways. It's a comprehensive overhaul that requires assessing the need for elevators, lifts, lighting, tactile flooring and a myriad of other considerations that ensure an equitable use of the facility for all.

The Town is anticipating legislative changes to the Accessibility Act, which may eliminate the grandfathered status of many of public buildings. As such, it is the Town's intent to coordinate a comprehensive assessment and implement a capital reinvestment strategy for any affected buildings.



ASSET MANAGEMENT

An Asset Management Plan outlines the condition and assessment of assets the Municipality owns. These assets include everything from buildings and vehicles to water mains and road signs. An asset management plan is a tool that allows the municipality to forecast, and schedule rehabilitation and reconstruction activities.

The requirement for asset management comes from federal and provincial government guidelines and will be linked to future gas tax funding opportunities. The town has made significant strides in completing its asset management plan, which was originally scheduled for completion March 31, 2023 as per federal requirements. Developing inhouse capacity to track, catalogue and monitor municipal assets is as arduous a task as the development of the plan itself. Understanding the fundamental

principles of Asset Management and instilling a culture of long-term planning and maintenance will require substantial human resources and resolve in order to adopted a cultural shift within the organization. However, the Town is committed to meet the targets set out under the Canada Community Building Fund.



2023 Municipal Budget Approved!

Town Council presents a balanced budget totaling more than \$31 Million.

On January 31st, Council presented the much-anticipated 2023 Municipal Budget.

The budget speech was delivered by Councillor Junior Humphries, Chair of Finance and Administration, who presented a balanced budget that includes \$21.1 million in operations and \$10.5 million in capital expenditures.

Notable highlights include:

No change to the mill rate for residential and commercial properties.

Water and Sewer taxes will increase by \$40 per year and metered water will increase by \$1.00 per 1000 gallons of usage.

Increases include tax certificates - \$125, compliance letters - \$150 and tax information requests - \$75.00.

The low-income threshold eligibility for

property tax rebates will be increased based on the CPI index as follows: 90% rebate increase from \$32,705 and dependent at \$6,903 to \$34,994 and dependent at \$6,938. Eligibility for the 50% rebate has increased from \$37,974 to \$40,962.

Council will continue to support many volunteer based community organizations and groups at the same budgeted level as 2022.

Council has taken a vested interest in the wellness of our community and are focused on improvements and enhancements of recreation through regionalization. Council is pleased that the budget will enable the continued delivery of quality services for the residents of Labrador City.

Visit www.labradorwest.com for more information on the 2023 budget.

FUTURE PROJECTS MARKED AS PRIORITY FOR LABRADOR CITY

- ◆ UPGRADES OR POSSIBLE CONSTRUCTION OF A NEW FACILITY FOR THE CAROL CURLING CLUB.
- ◆ UPGRADES FOR THE TOWN HALL, FIRE HALL, AND LABRADOR CITY ARENA.
- ◆ CONSTRUCTION OF A FACILITY FOR GYMNASIICS.
- ◆ REDEVELOPMENT OF BOOTH AVENUE TO BECOME THE RECREATIONAL HUB OF THE COMMUNITY.
- ◆ REDEVELOPMENT OF ALTHOM'S RECREATION AREA.
- ◆ CONTINUED WORK ON FRONTIER 53 TRAIL.

THE FULL PLAN WILL BE RELEASED TO THE PUBLIC UPON COMPLETION.

CITIZEN ENGAGEMENT

The Town strives to have a more active and engaged rapport with the community and its residents. It is critical for the sitting Council to keep residents informed, be transparent in its actions, debate on topics, and be active and engaged in community events.

This is critical for us to disseminate the correct and accurate information to the public so that they have confidence the council is operating in good faith and the public interest.

Over the course of the current term, the Council has initiated an enhanced public engagement program spearheaded by the Town Communication Coordinator.

Through the creation of videos, newsletters, day-to-day town operations, the Town is hoping to communicate information about municipal activities to the residents.

Cognizant that dialogue with the public currently is a one way line of communication, where information from the council table is disseminated to the public - future initiatives will have a focus on receiving feedback and input in a constructive, orderly, coherent, manner that can be leverage to guide certain decision making processes and decisions.



REGIONAL GOVERNANCE

In Newfoundland and Labrador, the provincial government has been clear in expressing a need for a heightened degree of intermunicipal cooperation and regional delivery of core services. Similarly, Labrador City has consistently expressed a desire to formalize regional services if not outright pursue amalgamation with the Town of Wabush. Its clear that in order to obtain provincial funding for new recreation or community complexes, any new facility will need to fall under the umbrella of a formalized regional partnership.

With the temporary closure of the MARC in early 2022, regional discussion took centre stage once more as the Towns worked together to develop a sustainable framework for regional recreation services. A statement of commitment was signed by Labrador City and Wabush, committing to develop a combined bud-

get and regional recreation department that will be operated by the Town of Labrador City which will be cost shared on a population split.

The Town remains steadfast in its dedication towards regional service delivery, in all areas of service provision.





LAND DEVELOPMENT

Industrial

Industrial land development is a primary area of concern in Labrador City, as the availability of suitable land that supports the mining sector is critical for the continued growth of the economy. Unfortunately, no suitable development areas have been identified within the municipal boundary.

One potential solution that has been conceptually explored is the establishment of a satellite industrial park on the outskirts of town. However, local authorities have concerns about the proximity of such a park to the mines, which are a key component of the local economy.

Our current approach to industrial land development is to direct potential developers to the neighboring community of Wabush.

They have an expanding industrial park that can support additional growth. While this approach may not directly provide benefits to Labrador City through direct taxation, it supports regional economic growth and strengthens the overall economic health of the area.

LAND DEVELOPMENT

Residential

Residential land development is another area of concern for Labrador City, as the availability of suitable land for residential housing is limited. However, there is a high demand for new residential housing, and real estate prices are once again resembling the high market conditions of 2011.

In an effort to address this issue, the Labrador City council has issued a Request for Proposals (RFP) for residential development, specifically for the second phase of Waxwing Drive. Unfortunately, there were no responses to the RFP, further highlighting the challenges of residential land development in the area.

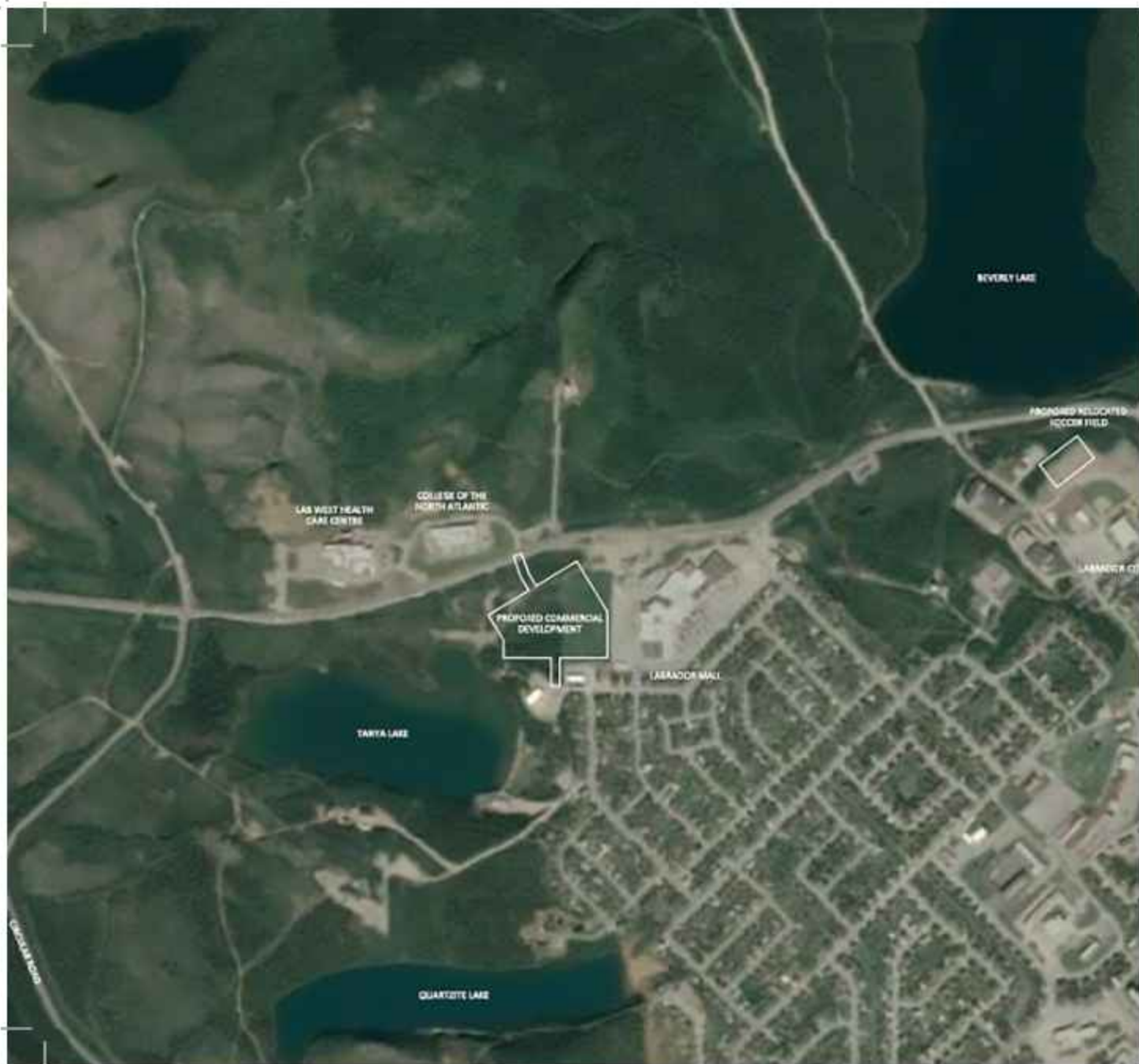
In addition to meeting the general demand for housing, the Labrador City council is also actively working to address

specific concerns, such as seniors housing. Land has been dedicated for the purpose of seniors housing, and the council is working with community stakeholders and representatives from higher levels of government to explore solutions and opportunities in this area.

Despite the challenges, local authorities remain committed to exploring innovative solutions to residential land development in Labrador City.









LAND DEVELOPMENT

Commercial

Commercial land development in Labrador City is closely tied to the region's population and economy. Interest from commercial developers has been limited, but the Labrador City council has identified two potential options for viable commercial development.

The first option is available land next to the hospital site, which has been offered for sale via a Request for Proposals (RFP). However, the terrain and land development costs have made it challenging to create a viable development scenario.

The second and preferred option for major commercial development is the sale of the soccer field area. This area has been identified as the optimal location for commercial development, given its proximity to the town center and other key amenities. The council is actively exploring this option and engaging with potential developers to create a mutually beneficial development scenario.

Overall, the council recognizes the importance of commercial development in supporting the local economy and is committed to finding innovative solutions to attract developers and investment to the area.



LABRADOR**WEST**

APPENDICES



Facilities Goals & Objectives Labrador City Arena

Goal: Upgrade Arena usage and functionality.

Objective 1: Construct stand alone storage expansion

Action: Engage consultant - finalize issues for construction drawings.

Timeline: Q1 2024

Owner: Director of Recreation & Community Services

Action: Issue tender & award.

Timeline: Q1 2024

Owner: Director of Recreation & Community Services

Action: Obtain Service NL & other regulatory permits.

Timeline: Q2 2024

Owner: Primary Consultant

Action: Explore funding application potential and submit to federal and provincial bodies.

Timeline: Q1 2024

Owner: TBD

Action: Begin construction.

Timeline: Q3 2024

Owner: Director of Recreation & Community Services

Goal: Ensure Arena meets required barrier - free access.

Objective: Undertake accessibility review and begin developing implementation plan for required facility retrofitting.

Action: Conduct building audit.
Timeline: Q1 2025

Action: Obtain order of magnitude costing for required facility upgrades.

Timeline: Q3 2026

Action: Develop implementation plan.

Timeline: Q4 2025

Owner: Director of Recreation & Community Services



Facilities Goals & Objectives Carol Curling Club

Goal: Determine optimal redevelopment scenario for the Carol Curling Club - Incremental reinvestment vs. new build.

Objective: Compare probable cost estimates from 2021 for the repair of the existing building against estimates for removal and construction of a new curling facility.

Action: Engage consultant to develop schematic drawing for a new curling club, including Class D construction estimates.

Timeline: Q3 2024

Owner: Director of Recreation & Community Services

Facilities Goals & Objectives Town Hall

LABRADOR CITY

Goal: Upgrade Town Hall usage & functionality.

Objective 1: Evaluate relocation fire rescue dispatch to new regional office.

Action: TBD

Timeline: TBD

Owner: Chief Administrative Officer

Objective 2: Renovate Town Hall office to create new office space.

Action: TBD

Timeline: TBD

Owner: Chief Administration Officer

Goal: Perform core maintenance.

Objective 1: Repair roof.

Action: TBD

Timeline: TBD

Owner: TBD

Objective 2: Replace exterior windows.

Action: TBD

Timeline: TBD

Owner: TBD

HALL

SON DRIVE



Facilities Goals & Objectives Snowbirds Gymnastics Club

Goal: Construct new stand-alone gymnastics building for Snowbirds Gymnastics.

Objective: TBD

Action: Site selection

Timeline: Q1 2024

Action: Acquire survey, topography & geotechnical data.

Timeline: Q3 2024

Action: Develop operating cost model.

Timeline: Q3 2024

Action: Finalize "Issued for Construction" drawings.

Timeline: Q4 2024

Action: Obtain Service NL permits.

Timeline: Q4 2024

Action: Issue tender and award.

Timeline: Q1 2025

Action: Begin construction.

Timeline: Q3 2025

Owner: Director of Recreation & Community Services

Open Space Goals & Objectives Booth Master Plan

Goal: Implement first phase of Booth Master Plan.

Objective 1: Construction of new skate park slab.

Action: Issue tender and award.

Timeline: 2025

Owner: Director of Recreation & Community Services

Action: Begin construction.

Timeline: 2025

Owner: Recreation Facilities Manager

Objective 2: Construct new softball field.

Action: Issue tender and award.

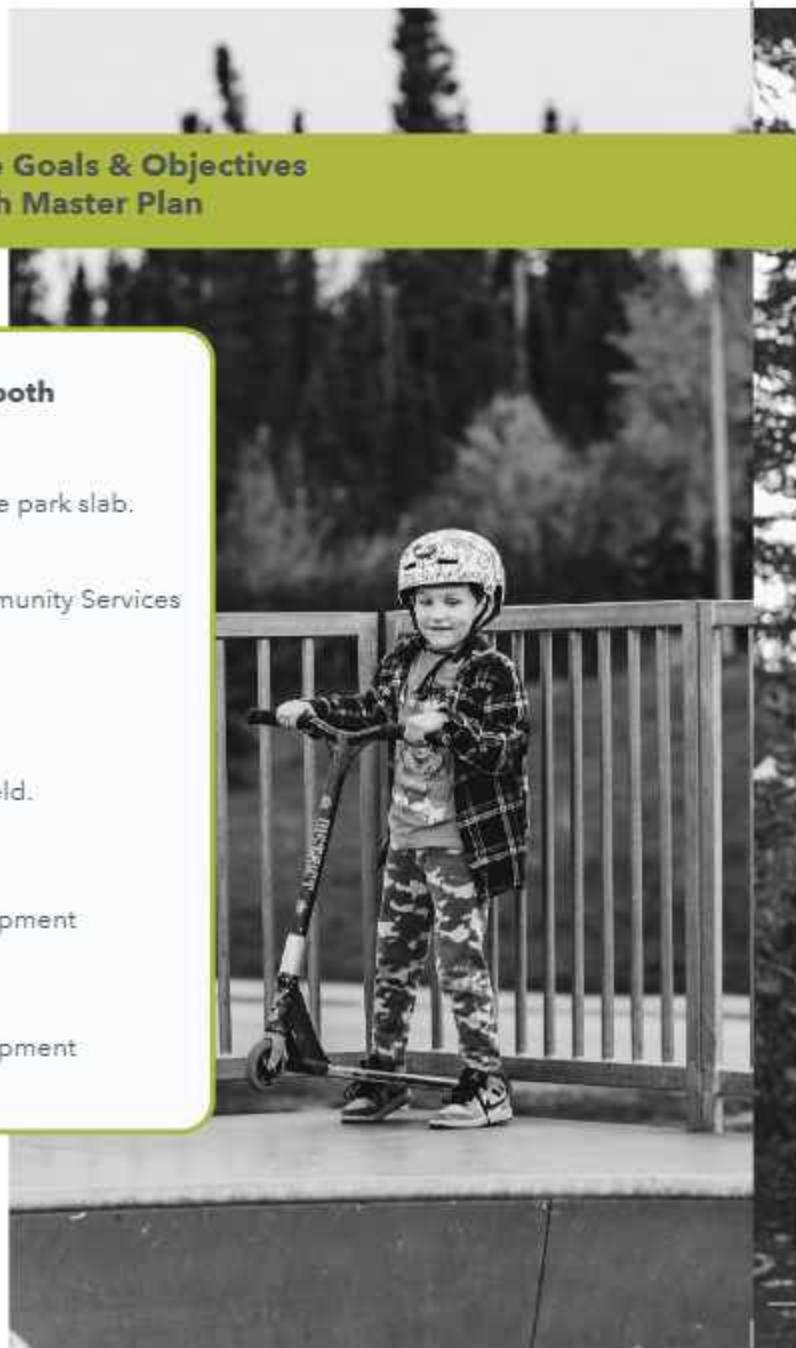
Timeline: Q2 2025

Owner: Director of Planning & Development

Action: Begin construction.

Timeline: Q3 2025

Owner: Director of Planning & Development



Open Space Goals & Objectives Frontier 53

Goal: Complete construction of Phase 2B.

Objective 1: Install remaining on hand fixtures & material.

Action: 17 benches, 2 loungers, 26 waste receptacles, 20 trail markers, 16 P-swing gates

Timeline: Q3 2024

Owner: Recreation Facilities Manager

Objective 2: Extend trail to Indian Point - Phase 2B.

Action: Begin construction

Timeline: Q3 2024

Owner: Recreation Facilities Manager

Goal: Begin planning activities for Phase 3 (Indian Point to Public Works Depot)

Objective 1: Progress project to point shovel ready.

Action:

Finalize project scope and trail route.
Submit project for federal, provincial, other funding. Obtain required permit approval.

Timeline: Q3 2024

Owner: Director of Planning & Development

Action: Initiate Construction

Timeline: Q3 2025

Owner: Recreation Facilities Manager

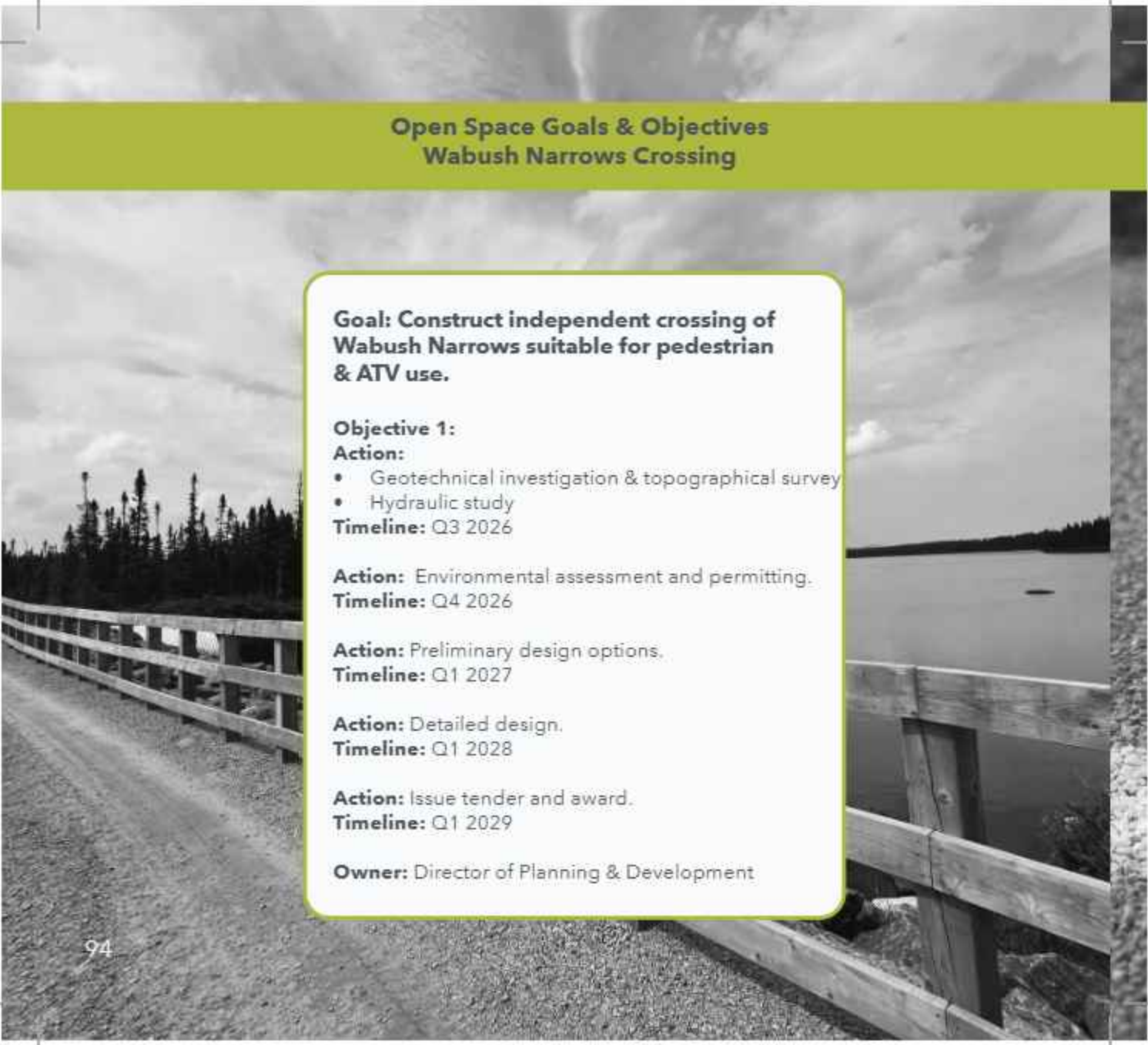
Goal: Initiate Phase 4

Objective 1: TBD

Action: TBD

Timeline: Q1 2024

Owner: Recreation Facilities Manager



Open Space Goals & Objectives Wabush Narrows Crossing

Goal: Construct independent crossing of Wabush Narrows suitable for pedestrian & ATV use.

Objective 1:

Action:

- Geotechnical investigation & topographical survey
- Hydraulic study

Timeline: Q3 2026

Action: Environmental assessment and permitting.

Timeline: Q4 2026

Action: Preliminary design options.

Timeline: Q1 2027

Action: Detailed design.

Timeline: Q1 2028

Action: Issue tender and award.

Timeline: Q1 2029

Owner: Director of Planning & Development

Open Space Goals & Objectives Indian Point

Goal: Implement first phase of Indian Point Redevelopment Plan.

Objective: Develop all major site work, including boardwalk & boat launch.

Action: Relocate ballfield in accordance with Booth Master Plan.

Timeline: Q3 2024

Action: Environmental assessment & permitting.

Timeline: Q3 2024

Action: Issue tender & award.

Timeline: Q4 2024

Action: Rebranding & public consultation.

Timeline: Q2 2025

Action: Initiate construction.

Timeline: Q3 2025

Owner(s): TBD





Infrastructure Goals & Objectives

Sewer

Goal: Evaluate the condition of sewer infrastructure.

Objective 1: Conduct a comprehensive assessment of the sewer system.

Action: Determine the overall condition of the infrastructure.

Timeline: TBD

Action: Collect data on the age, material, and design of the sewer pipes, as well as any relevant historical information.

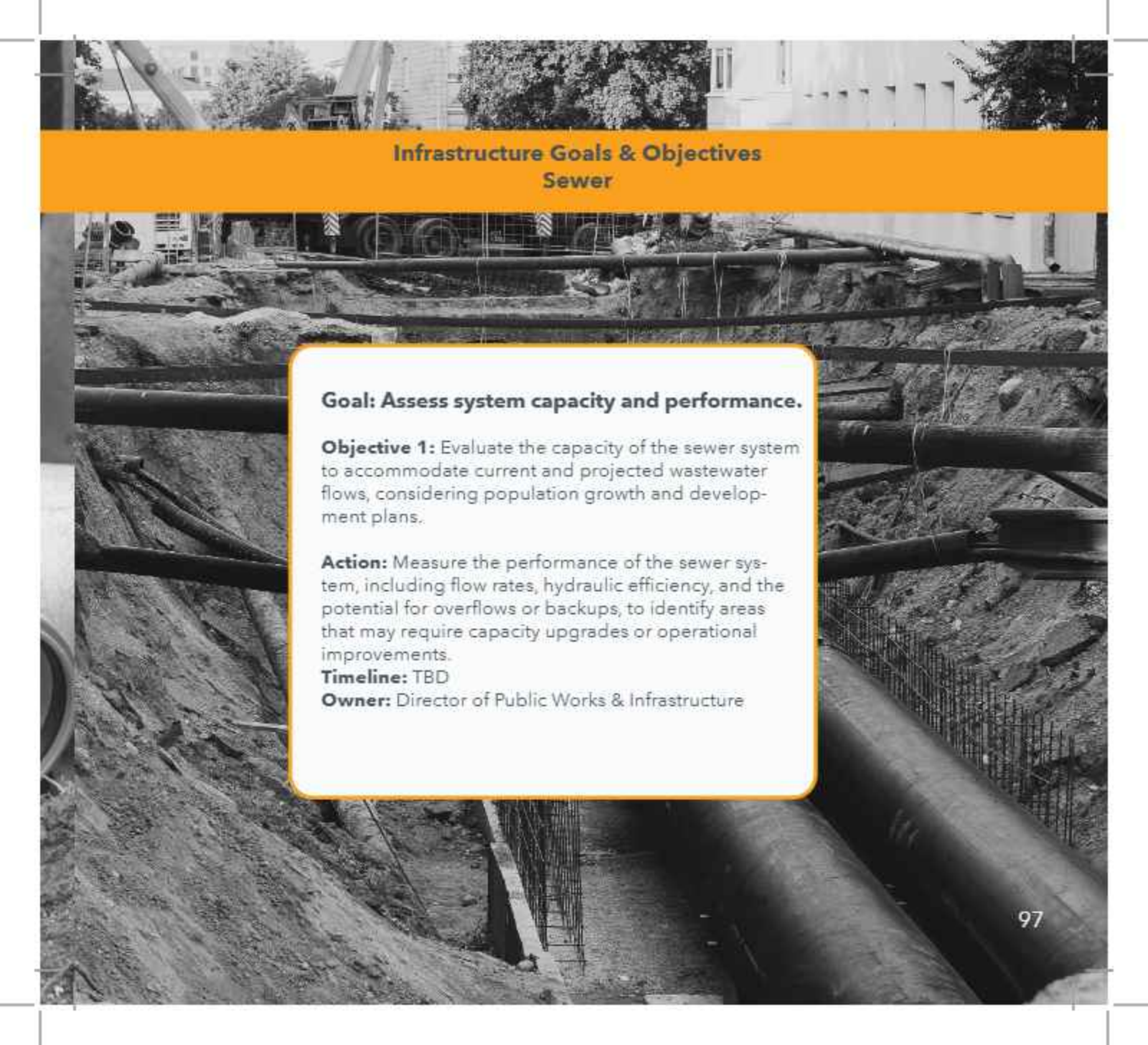
Timeline: TBD

Objective 2: Complete mapping of underground infrastructure.

Action: Conduct field work.

Timeline: TBD

Owner: Director of Public Works & Infrastructure



Infrastructure Goals & Objectives

Sewer

Goal: Assess system capacity and performance.

Objective 1: Evaluate the capacity of the sewer system to accommodate current and projected wastewater flows, considering population growth and development plans.

Action: Measure the performance of the sewer system, including flow rates, hydraulic efficiency, and the potential for overflows or backups, to identify areas that may require capacity upgrades or operational improvements.

Timeline: TBD

Owner: Director of Public Works & Infrastructure

An aerial photograph of a river flowing through a dense forest. The river is dark and reflects the surrounding trees. The forest is composed of various types of trees, including tall evergreens and shorter deciduous trees. The river winds through the landscape, creating a natural corridor.

Infrastructure Goals & Objectives

Sewer

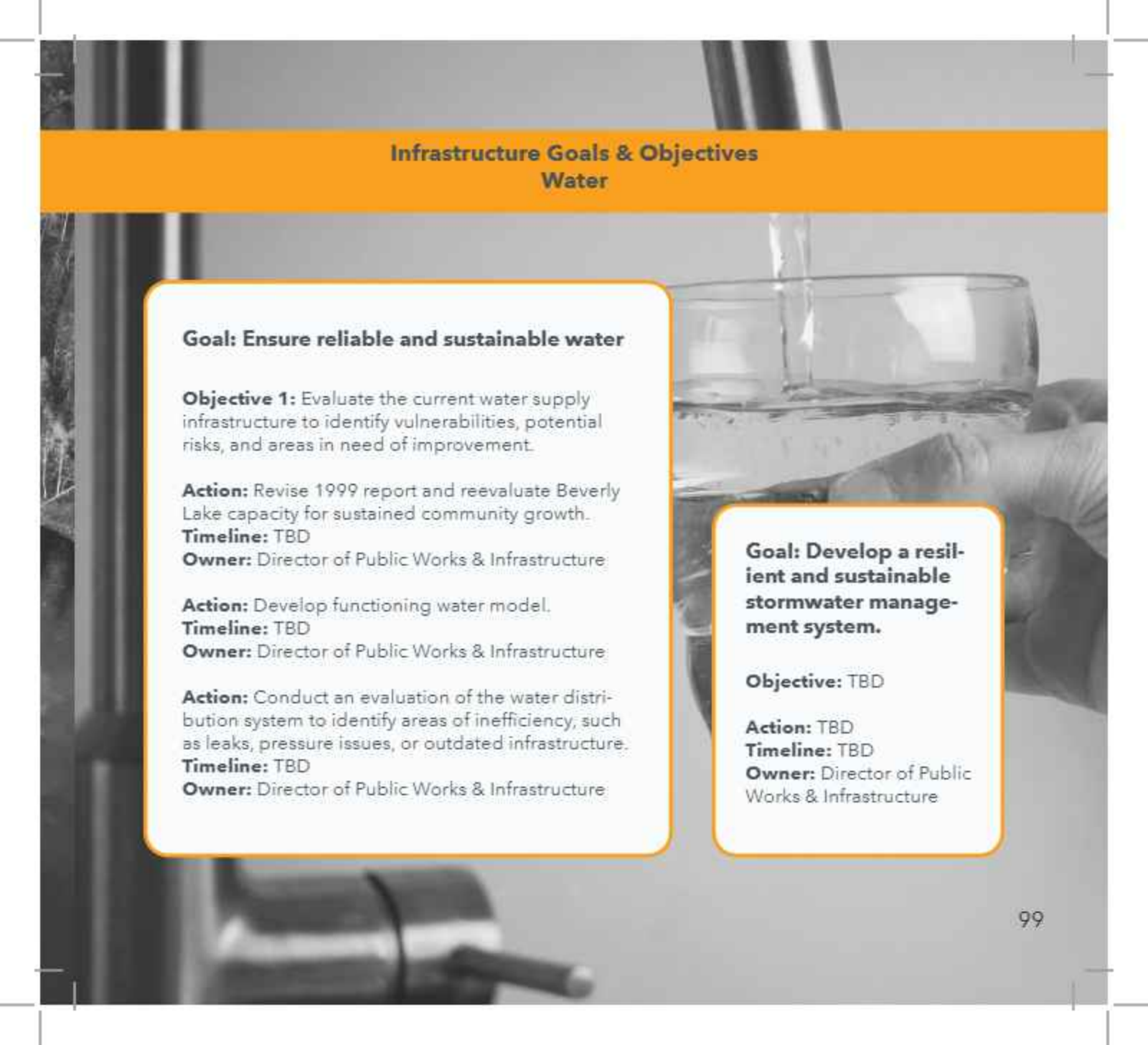
Goal: Enhance environmental sustainability and regulatory compliance.

Objective 1: Evaluate the sewer system's compliance with environmental regulations and standards, such as wastewater treatment quality and discharge requirements.

Action: Identify opportunities to enhance the system's environmental sustainability, such as implementing green infrastructure solutions or improving energy efficiency in wastewater treatment processes.

Timeline: TBD

Owner: Director of Public Works & Infrastructure



Infrastructure Goals & Objectives

Water

Goal: Ensure reliable and sustainable water

Objective 1: Evaluate the current water supply infrastructure to identify vulnerabilities, potential risks, and areas in need of improvement.

Action: Revise 1999 report and reevaluate Beverly Lake capacity for sustained community growth.

Timeline: TBD

Owner: Director of Public Works & Infrastructure

Action: Develop functioning water model.

Timeline: TBD

Owner: Director of Public Works & Infrastructure

Action: Conduct an evaluation of the water distribution system to identify areas of inefficiency, such as leaks, pressure issues, or outdated infrastructure.

Timeline: TBD

Owner: Director of Public Works & Infrastructure

Goal: Develop a resilient and sustainable stormwater management system.

Objective: TBD

Action: TBD

Timeline: TBD

Owner: Director of Public Works & Infrastructure

Infrastructure Goals & Objectives

Landfill

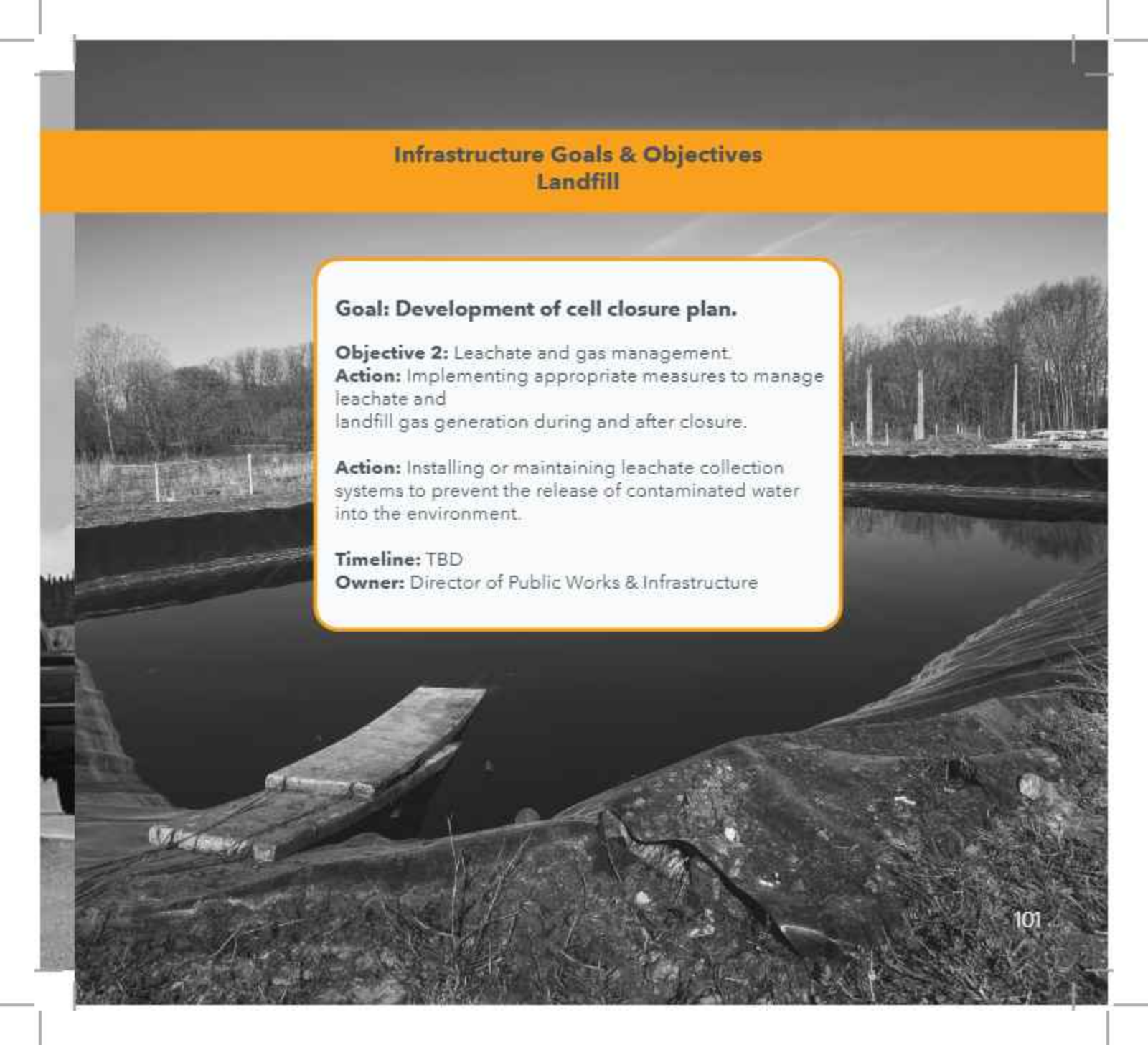
Objective 1: Site evaluation and preparation.

Action: Developing a site-specific closure plan based on the evaluation results and compliance with provincial regulations.

Timeline: TBD

Owner: Director of Public Works & Infrastructure

Goal: Development of site closure plan.



Infrastructure Goals & Objectives Landfill

Goal: Development of cell closure plan.

Objective 2: Leachate and gas management.

Action: Implementing appropriate measures to manage leachate and landfill gas generation during and after closure.

Action: Installing or maintaining leachate collection systems to prevent the release of contaminated water into the environment.

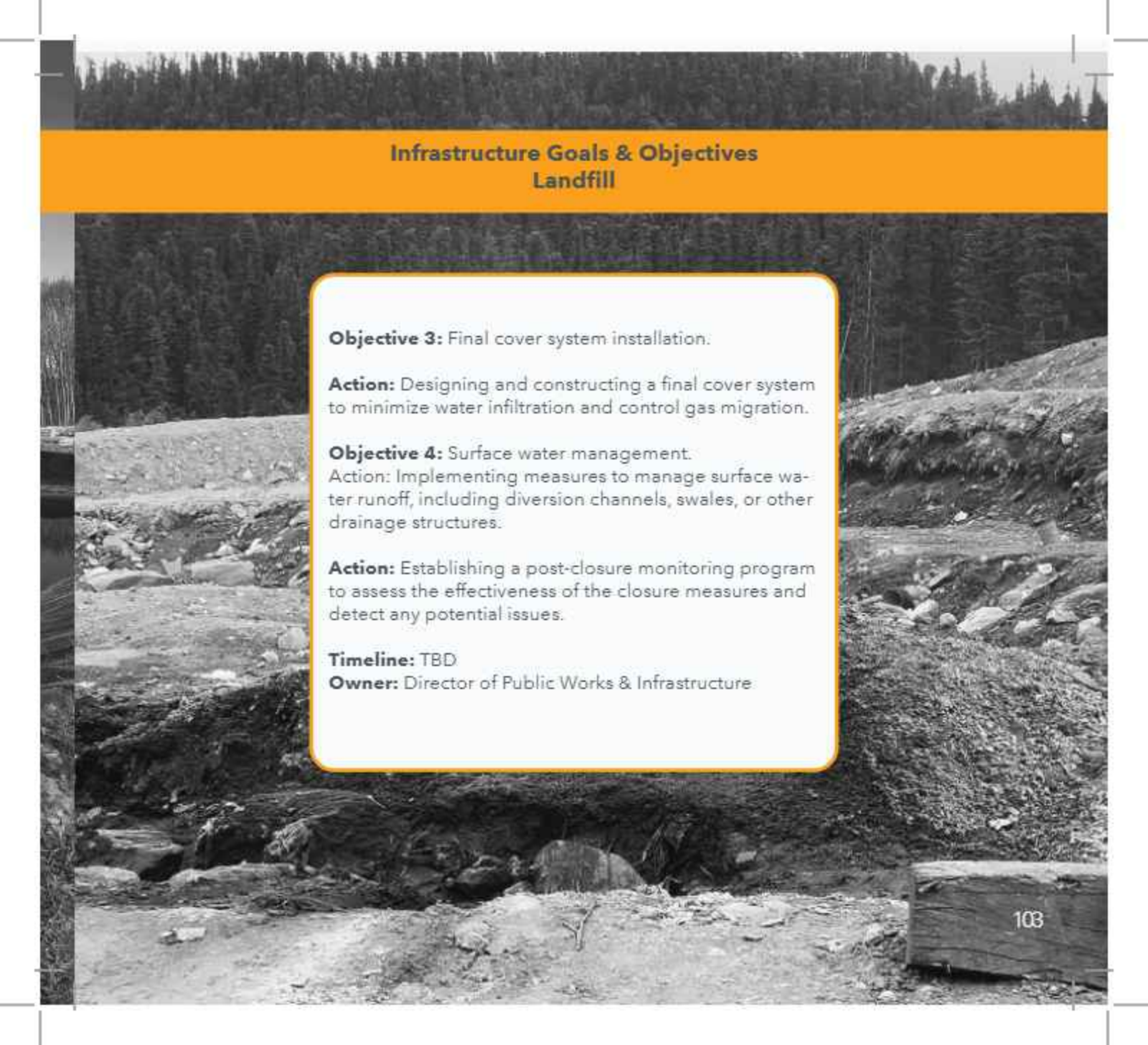
Timeline: TBD

Owner: Director of Public Works & Infrastructure

Infrastructure Goals & Objectives

Landfill

Goal: Development of cell closure plan



Infrastructure Goals & Objectives

Landfill

Objective 3: Final cover system installation.

Action: Designing and constructing a final cover system to minimize water infiltration and control gas migration.

Objective 4: Surface water management.

Action: Implementing measures to manage surface water runoff, including diversion channels, swales, or other drainage structures.

Action: Establishing a post-closure monitoring program to assess the effectiveness of the closure measures and detect any potential issues.

Timeline: TBD

Owner: Director of Public Works & Infrastructure

Hot Topics Goals & Objectives Recreation and Programming

Goal: Host major community festival to enhance the quality of life for residents and attract outside visitation.

Objective: Host 3-5 days of events that will target all age groups with a major concert as the main attraction.

Action:

- Form an organizing committee.
- Develop a budget.
- Create project plan with timelines and roles for actions.
- Execute and debrief post event.

Timeline: On-going

Owner: Director of Recreation & Community Events





Hot Topics Goals & Objectives

Accessibility

Goal: Retrofit existing public buildings to meet current accessibility standards.

Objective: Conduct accessibility audit and develop implementation plan.

Action: Establish Accessibility Committee Working Group.

Timeline: Q1 2024

Owner: Director of Planning & Development

Hot Topics Goals & Objectives

Asset Management

Goal: Ensure compliance with relevant laws, regulations, and standards related to asset management, such as safety codes, environmental requirements, and accounting principles.

Objective 1: TBD

Action: TBD

Objective 2: Develop asset management plans for capital tangible assets.

Action:

- Asset inventory and condition assessment
- Risk management - identify and assess potential risks associated with assets
- Maintenance and rehabilitation planning
- Financial planning
- Performance management

Timeline: TBD

Owner: Director of Public Works & Infrastructure.

Hot Topics Goals & Objectives
Asset Management

Goal: Ensure compliance with relevant laws, regulations, and standards related to asset management, such as safety codes, environmental requirements, and accounting principles.

Objective 3: Link infrastructure asset id numbers to GIS system.

Action: TBD

Timeline: TBD

Objective 4: Tool crib for small tool management.

Action: TBD

Timeline: TBD

Owner: Director of Public Works & Infrastructure

Hot Topics Goals & Objectives

Citizen Engagement

Goal: To improve communications and promote community engagement.

Objective 1: Create awareness for Town business and operations.

Action: Develop and execute awareness campaigns.

Objective 2: Increase social media following and engagement rates.

Action: Increase public interactions online & post more frequent messaging.

Objective 3: Increase public engagement.

Action: Discover and implement ways to reach broader audiences.

Timeline: Q1 2024

Owner: Communications Coordinator

Hot Topics Goals & Objectives Regional Governance

Goal: To move towards a regional governance structure with the Town of Wabush.

Objective 1: Combine recreational services for Labrador City and Wabush to become a regional operation.

Action: TBD

Timeline: On-going

Owner: Chief Administrative Officer

Project Timelines





Project Timelines

Total Project Cost

ARENA STORAGE FACILITY	\$2,337,720
CAROL CURLING CLUB	\$3,379,068
TOWN HALL / FIRE HALL	\$2,975,280
GYMNASTICS BUILDING	\$5,487,900
TANYA LAKE COMMUNITY CENTRE	\$14,412,638
MIKE ADAM REC CENTRE	\$7,000,000

BOOTH AVE MASTER PLAN	\$4,989,000
Skate Park (Slab)	\$221,000
Minor Softball Field	\$500,000

INDIAN POINT REDEVELOPMENT	\$5,070,483
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FRONTIER 53 TRAIL	
Phase 2b	\$135,000
Phase 3	\$335,000
Phase 4	\$335,000
Wabush Narrows Crossing	\$1,500,000

PLAYGROUND INSTALL	\$200,000
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STREET RECONSTRUCTION

Roche St.	\$481,011
Hudson Dr.	\$1,012,102
Drake Ave	\$791,481
Harrie Lake Dr.	\$1,749,614
Walsh River Rd.	\$1,751,325
Bartlett Dr.	
Avalon Dr.	\$405,675
Cartier Ave.	\$491,499
Industrial Park	\$2,411,328
Willow Dr.	\$6,339,737
Trunk Sewer Replacement	\$363,720
Storm Upgrades	\$1,678,388

Total Project Cost



