



Rural Municipality of

St. Clements
The place to be

Rural Municipality of St. Clements Strategic Plan





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The RM of St. Clements strives to make information relevant and easy to access. The strategic plan is available on rmofstclements.com or in printed form at the RM of St. Clements Municipal Office. Your comments are welcome in person, by telephone at 204-482-3300 or by email to info@rmofstclements.com.

MUNICIPAL COUNCIL 2018-22

- Mayor:**
Debbie Fiebelkorn
- Councillors:**
Glen Basarowich
Robert Belanger
Dave Horbas
Scott Spicer
Sandra Strang
Dave Sutherland

MUNICIPAL SENIOR STAFF

- Chief Administrative Officer**
DJ Sigmundson
- Assistant CAO**
Colleen Sailor
- Finance Officer**
Shannon Plischke
- Public Works Manager**
Greg Elson
- Planning Officer**
Heather Stanik
- Economic Development**
Garry Marshall
- Protective Services**
Carman Barna-Germain
- Recreation and Leisure**
Dave Cain
- Communications**
Roberta Anderson

Introduction

This strategic plan sets out clear goals to help the RM of St. Clements achieve its vision, while building on its current success.

The plan includes strategies intended to support the municipality in growing sustainability and making sure it offers places to live and recreate that appeal to people of all ages, lifestyles and cultures.

On January 10, 2019 council and senior management came together for a full day strategic planning retreat facilitated by Blueprint.

In the first half of the day, council worked together to arrive at a clear vision, values and goals for the municipality. Council was joined by senior management in the afternoon to focus on the details of how to achieve them. The results are documented here.

A description of the strategic planning terms and definitions referenced in this document are included in Appendix A.

Message from Council



RM of St. Clements Council 2018-2022

We are pleased to present the RM of St. Clements Strategic Plan.

This plan is firmly grounded in our vision and values and has taken careful consideration of where we are now and where we want to be, given all the current conditions and circumstances.

We welcome your input!

Left to right:

Councillor Sandra Strang
Councillor Dave Sutherland
Councillor Robert Belanger
Mayor Debbie Fiebelkorn
Councillor Dave Horbas
Councillor Glen Basarowich
Councillor Scott Spicer

How we got here

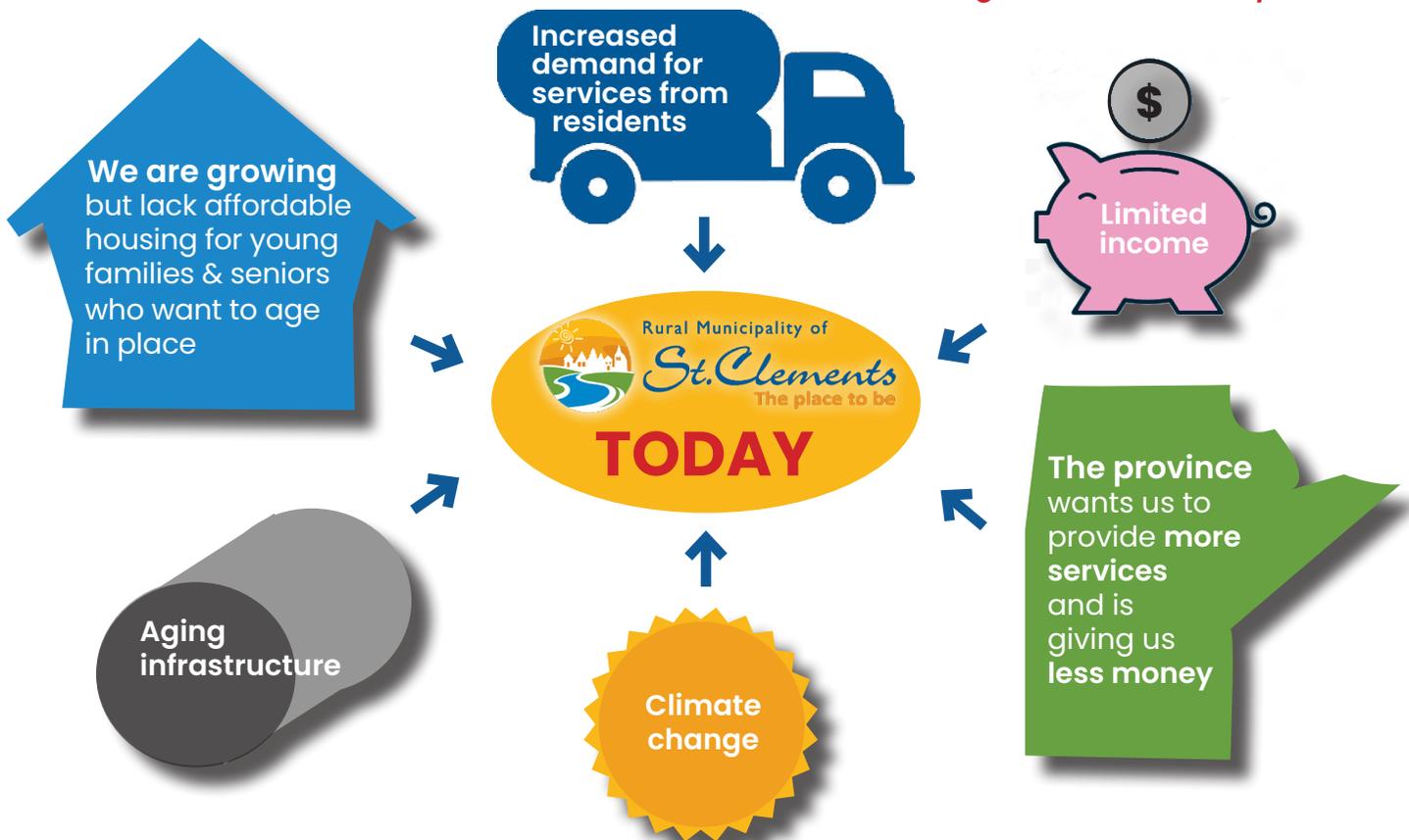
After the election of the new council, in November 2018 we began a strategic planning process from the following foundation to create a clear roadmap for the future:



Environmental Scan at a Glance*

A detailed environmental scan was completed in November and December 2018 and is an essential reference for the strategic plan. It can be viewed on our website at rmofstclements.com/documents.

** Several of these conditions are challenges to most municipalities*





Vision

The RM of St. Clements is committed to sustainable growth, enhanced amenities and services, and offering people of all ages desirable places to live and recreate.

The municipality supports diverse land uses and settlement types while maintaining an environment where diverse residents across the municipality co-exist in harmony.

After much discussion and brainstorming at the strategic planning workshop, council determined their vision and values.

Values

COMMUNICATION AND OPENNESS

We communicate our plans and intentions openly, and work with residents and stakeholders to understand ideas, concerns and work towards solutions.

COLLABORATION AND RESPECT

We work together as a council, administration and residents to arrive at a clear plan of action, with a willingness to compromise, build consensus and respect one another.

DIVERSITY

We seek to uphold and increase the functional diversity in land uses, communities and lifestyles available for all ages across our municipality.

FINANCIALLY ACCOUNTABLE

We will responsibly grow our tax base and reduce inefficient expenses and inactive assets to achieve accountability and desirable levels of service for residents.



Harvesting near Libau

Goals

- 1. Comprehensive plan for roads, drainage and waste**
Establish and communicate priorities and a basic services plan for every area of the municipality to address roads, drainage, solid waste and sewer
- 2. Affordability**
Keep costs affordable and predictable for ratepayers
- 3. Targeted, sustainable growth**
Increase sustainable growth and endorse opportunities for East Selkirk, Grand Marais, and East Lockport/Henderson
- 4. Anticipate future needs in amenities and services**
Advance amenities and services to prepare for the future needs of our changing communities
- 5. Recreation Destination**
Increase interest in St. Clements' four-season, outdoor recreational opportunities

Summary of Core Strategies

1. Establish an asset management plan
2. Secure grants for sewer
3. Bring solid waste costs in line with established norms
4. Implement cost-recovery/user fee strategy for non-essential services
5. Remove barriers to sustainable growth and related future expansion of tax base
6. Slow, steady tax increase
7. Strengthen the planning process
8. Proactively identify attractive opportunities to increase housing options
9. Use incentives to attract the right kind of development
10. With partners, develop and implement a recreational promotion strategy
11. Enhance and promote water access
12. Increase capacity within RM for year-round programs, for all ages (physical space, staff)
13. Communication strategy to accompany all goal areas

Goal 1

Comprehensive plan for roads, drainage & waste

Establish and communicate priorities and a basic services plan for every area of the municipality to address roads, drainage, solid waste and sewer.

Providing basic services in the same way we always have is no longer possible if we are to comply with environmental requirements and avoid unsustainable property tax increases.

Many costs for basic services are driven by decisions made decades ago. We have underbuilt roads and ditches, which require more maintenance or upgrades than roads built to current standards.

Moving forward the municipality must prioritize and focus basic services in order to control costs.

ACTIONS FOR THIS GOAL

- Establish an asset management plan
- Secure grants for sewer
- Develop long-term maintenance plan
- Create a sustainable infrastructure funding level by-law
- Communication strategy to increase public awareness and understanding

MEASURABLE OBJECTIVES

- KMs of drainage work completed
- Metres of high-priority gravel roads fixed
- Decrease in resident complaints about roads through Service Tracker

BUDGET SUPPORT FOR 2019-20

- \$4 million in funding for hard surface roads over 4 years
- \$915,000 annual funding for gravel roads
- Improved gravel tendering process = improved roads
- Funded drainage studies
- Increase internal and external drainage work
- Grant application for Henderson Sewer
- Develop an Asset Management Plan



Spring drain cleaning to improve drainage and help prevent overland flooding

Goal 2 Affordability

Keep costs affordable for ratepayers.

Council's task is to balance keeping taxes competitive while generating revenue necessary to invest in core infrastructure and further improve municipal services.

This is a challenging task. St. Clements does not have a large business and commercial tax base in the municipality, which generates more assessment (taxed at 65% of assessed value) than residential (45%) and agricultural lands (30%). In addition, Provincial downloading of costs has been occurring for many years, but in the past two years we've seen an unprecedented reduction in provincial grants and supports for municipalities.

This is occurring at the same time that residents tell us they want higher service levels, be it for better gravel, dust control or recreation. And while the new requirement for asset management will likely put an end to the ability of a council to leave problems for the next council, we need to increase revenues to meet these needs.

Council is committed to keeping annual property tax rates predictable and tied to important priorities. Council is taking a balanced approach to municipal revenues, seeking to increase revenue streams in order to keep tax increases modest. Focus will continue on generating revenue from new development, which can help fund improvements that benefit all residents. The RM will also continue to pursue grants from other levels of government where available.

Did you know?

St. Clements has long had some of the lowest property taxes and mill rates of all Capital Region municipalities:

- On average \$145 less per home than St Andrews
- \$608 less than East St Paul

ACTIONS FOR THIS GOAL

- Implement cost-recovery/ user fees strategy for non-core services
- Functional review of all infrastructure and service levels to seek possible cost reductions
- Slow, steady tax increase

MEASURABLE OBJECTIVES

- Limit property tax revenue increase to 2% per year
- Reduce costs for non-essential services
- Increase non-property tax revenues
- Establish targets for reserve funds

BUDGET SUPPORT

- Commitment to limit property tax increase to 2% per year for this and the next 3 budgets
- Consider and implement higher user fees
- Improve efficiency of solid waste collection and treatment
- Invest in amenities to attract new residents



Goal 3

Targeted, sustainable growth

Increase sustainable growth in East Selkirk, Grand Marais, Henderson/East Lockport, Libau.

New development helps increase tax revenue, which makes paying for services and amenities residents want a more sustainable and financially-responsible proposition. Developing sustainably means making sure development centres are enhanced with all ages and cultures in mind, and in a way that protects our drinking water.

By focusing new development in the areas of the municipality where nodes of activity and community are already occurring, we can keep opportunities for country living in other areas intact while providing new options for families and seniors.

ACTIONS FOR THIS GOAL

- Strengthen planning process
- Proactively identify attractive opportunities to increase housing options/employment lands
- Remove barriers to sustainable growth and future expansion of tax base
- Use incentives to attract the right kind of development
- Communication and engagement strategy to accompany the above

MEASURABLE OBJECTIVES

- Increase housing options (townhouses, 55+)
- Attract fully-integrated real estate developers (eg Qualico) to areas services with sewer and water
- Increase number of properties with opportunities for hook up to sewer , water

BUDGET SUPPORT

- Study housing needs
- Invest in planning services to ensure future development is financially sustainable
- Act proactively to attract development
- Expand sewer collection system with funding from other levels of government



Home under construction in East Selkirk



Cycling across the Floodway on the Duff Roblin Parkway Trail near Birds Hill Provincial Park

Goal 4

Anticipate future needs in amenities & services

Evolve amenities and services to prepare for the future needs of our changing communities.

St. Clements is largely rural in character, with plentiful opportunities for country living. At the same time, lifestyles and preferences in amenities and leisure activities continues to evolve, and the municipality wants to be sure St. Clements’ offerings evolve too, with services and amenities that respond to the increasingly diverse interests of current and future residents.

Whether it’s for an increasing “community feel”, or providing opportunities for safe walking, cycling, fitness, motorized recreation and enjoying nature, evolving services will be critical in attracting and keeping residents.

ACTIONS FOR THIS GOAL

- With partners, develop and implement a recreational promotion strategy
- Inventory of Natural and Heritage Assets
- Increase capacity within RM for year-round programs, for all ages (physical space, staff)

MEASURABLE OBJECTIVES

- In settlement areas, increase completed distance of safe ways to walk, bike, run
- Increase participation in recreation and community programs
- Increase opportunities for motorized land and water recreation

BUDGET SUPPORT

- Establish Park on Donald Road as phase 1 of Activity Centre
- Increase walkability/active transportation
- A recreation master plan
- Maximize external grant opportunities

Goal 5

Recreation destination

Increase interest in St. Clements’ four-season, outdoor recreational opportunities.

Unlike some of its neighbouring municipalities, St. Clements can boast a range of exceptional four-season, outdoor recreational opportunities. And they are increasingly getting noticed; whether it’s more people ice fishing or Travel Manitoba’s work to brand East Beaches as a destination, there is a unique opportunity for St. Clements to build on this momentum.

Positive interest in these recreational amenities can be a source of pride for residents, and showcase the municipality for future residents, increasing the potential for future economic spinoffs

ACTIONS FOR THIS GOAL

- With partners, develop and implement a recreational promotion strategy
- Enhance and promote water access

MEASURABLE OBJECTIVES

- Social media followers/reach
- Increase number of visits to Grand Marais Community Central
- Sponsorship dollars leveraged
- Increase number/quality of water access areas

BUDGET SUPPORT

- Study increased water access points including additional boat launch(s)
- Improve recreation promotion



Award-winning East Beaches Heritage Wing in Grand Marais



Public consultation for Colville
East

Putting this document to work

A commitment to the following implementation measures will ensure this strategic plan is an effective and responsive guide for the municipality's decision-making and actions over the next four years.

Embracing these best practices will support internal awareness, understanding and buy-in of the plan's strategies and goals, and increase the likelihood that St. Clements will successfully achieve the objectives set out in this document.

Communicating the plan internally

Present the plan to staff, implement ongoing progress reports, and discuss practical ways that staff can play a meaningful role to help the municipality meet its key objectives.

Establishing internal benchmarks & responsibilities

For each strategy identified in the plan, a set of internal steps will need to be identified to make progress. Departments and staff will be engaged in action planning and have a clear understanding about what their role is with respect to implementation, accountability for achieving targets, and the development of internal timelines.

Reporting on progress & documenting outcomes

The management team, through the CAO, will keep council informed of implementation progress regularly, including progress made against the goals and targets identified in the plan.

Ongoing resident & stakeholder engagement

Residents, stakeholders and partners will also be kept informed of progress on implementation. Stakeholders will have opportunities to offer input and feedback for the municipality's future consideration.

Annual review

The municipality will undertake a structured annual review of its progress, the outcome of which will help the development of the following year's action plan, and any shifts in strategy that may be required.

Appendix A

Strategic plan terms and definitions

This document is structured according to the following components:

Vision: The 'preferred future' for the municipality.

Values: The guiding principles for how the municipality functions.

Goals: Broad aims that define accomplishment over the next four years related to the vision.

SMART objectives: Meaningful measures of desired outcomes for each goal. These are specific, measurable, agreed upon, realistic and time-bound. Progress against these measures help to gauge the effectiveness of strategies in this plan.

Critical factors: Critical success factors or barriers that must be controlled or addressed in order to achieve progress against goals in the plan.

Strategies: Areas of focus that, over time, will help the municipality achieve its goals, control factors critical to success, and overcome key barriers.

The strategic plan is an internal roadmap to navigate the new opportunities, changes and barriers facing the municipality.

The document is intended to be an internal resource for staff and council to reference and update regularly to ensure that a coordinated strategic approach is reflected in the municipality's services, budgets and day-to-day activities.

The plan is also envisioned as a tool to affirm the municipality's successes, key strengths and future vision with residents, stakeholders and partners.



RM of St. Clements trash and recycling curbside pickup

The Rural Municipality of St. Clements is located in the capital region of Manitoba, Canada.

The municipality has a population of about 11,000 permanent and 4000 seasonal residents. At 794 square kilometres, it is the ninth largest municipality in Manitoba.

The municipality stretches from Lake Winnipeg in the north along the Red River to the RM of East St. Paul in the south. It was incorporated in 1884.

For more information or copies of this plan, please contact the RM of St. Clements at:

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