

Rural Municipality of St. Clements

2015 - 2018 Strategic Plan

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Introduction

Since the last election, Council members of the RM of St. Clements have been knocking on doors to find out residents' ideas and concerns for the community in which they live.

Using this input and building on the hard work and long term vision of the previous council, the RM has developed a strategic plan for the next term to spend your dollars wisely and accountably.

The RM of St. Clements strategic plan focuses on five areas:

- Tourism/ recreation
- Transportation
- Protective services
- Environment
- Waste and wastewater

Throughout these five areas, the RM will emphasize:

- Effective, accountable governance
- Continual improvement in day-to-day services such as recreation, roads and protective services as well as investment in local infrastructure for the future
- Operating in an environmentally sustainable way and protecting natural resources

Did you know the RM of St. Clements:

- Is one of the fastest-growing municipalities in Manitoba
- Has one of the lowest tax rates per capita (2012) of comparably-sized communities in Manitoba
- Has a population of over 10,505 (2011 census)
- Is consistently growing at a rate of 3% per year that will see its population double in twenty years
- Has had 747 new homes built in the past ten years with an average of 2.6 people per home



Strategic Plan Resolution

Whereas a clear vision is required to enable the municipality to seek continuous improvement and move forward in an efficient and consistent basis and

Whereas Council has developed a strategic planning document that articulates this clear vision

Whereas the strategic planning document can be summarized within three vision statements

Therefore be it Resolved that Council adopt the following vision statements and commit in working towards the achievable term goals as follows;

A model for effective municipal leadership. From fiscal transparency to fair taxation to responsiveness to community concerns, the RM is committed to building long-term trust with residents and exceeding citizens' expectations for effective, accountable governance.

- **Goal:** A commitment to enhanced communication and consultation regarding day to day activities and long term projects and developments.

Services and infrastructure that keep pace with changing needs. The RM is committed to continuous improvements in municipal services, as well as making the necessary investments in local infrastructure to ensure the RM can anticipate and meet residents' long-term needs as our municipality continues to grow.

- **Goal:** Provide facilities and programs to strengthen our sense of community and foster healthy lifestyles and work towards enshrining recreation as an essential service.
- **Goal:** To maintain and develop a road and drainage network that meets the expectations of our residents in a fair and financially sustainable manner
- **Goal:** To showcase our community as a leader in providing protective services through innovative communication, prevention, planning and partnerships

Continued, measurable environmental progress. The RM is committed to establishing clear targets and implementing recognized best practices to reduce our environmental impact, improve quality of life, and protect our water and land for the benefit of future generations of St. Clements residents.

- **Goal:** To ensure actions of the municipality are conducted in a sustainable manner and that the public are educated and provided with opportunities to minimize impact on our air, earth and water.
- **Goal:** To improve the quality of life for our residents and protecting our natural resources for our future generations, in a financially sustainable manner

Tourism/Recreation Action Plan

Long Term Vision

Provide facilities and programs to strengthen our sense of community and foster healthy lifestyles and work towards enshrining recreation as an essential service.

Ownership

New Committee

Term Goals (supports long term vision)

- 1. Develop a communications strategy to promote recreation/tourism**
 - Increase presence of recreation/tourism opportunities promotion throughout the RM

- 2. Develop a recreation delivery model**
 - Include current partnerships and explore potential new partnerships
 - Identify strategic land acquisitions
 - Hire a recreation leader

- 3. Develop a facility expansion program**
 - Identify potential needed projects
 - Prioritize projects
 - Incorporate specific policies into the development plan to integrate recreation into future development and infrastructure decisions
 - Seek funding (Canada's 150 Celebration)

Administrative Owner

Chief Administrative Officer

Meeting Frequency

Bi-Monthly

Indicators of Success

- Specific recreation/tourism web and social media presence
- Documentation of a partnership network
- A long term land acquisition plan
- A development plan update to include recreation

Transportation Action Plan

Long Term Vision

To maintain and develop a road and drainage network that meets the expectations of our residents in a fair and financially sustainable manner.

Ownership

Public Works Committee

Term Goals (supports long term vision)

1. **Develop and cost progressive road and ditch maintenance regime**

- For soft surface roads indicate required activities, ie: new gravel, dust control, shaping, frost boils, signage
- For hard surface, life extension program including crack sealing, slurry ,misting resurfacing and replacement program
- Develop guidelines for timeliness of maintenance and snow removal using acceptable industry and government standards
- Develop recommendations for maintenance/snow clearing pattern, grading plan (ie north to south)
- Set minimum ditch brush clearing (ie: miles per year) and cutting frequency
- Set spring clearing standard based on overland and river spring flood forecast
- Provide recommendation for required resource level to meet maintenance standards
- Provide recommendation to Council for adoption of a road maintenance policy based on recognized standards
- Develop and maintain a road maintenance historical record

2. **Develop and cost a road standard for new roads and upgrades**

- Establish reasonable standard based on traffic volumes/public safety and established guidelines
- Complete inventory of traffic counts and road base
- Consider funding options
- Provide recommendation to Council for adoption of a road standards policy that provides the service level expected of the community as well recognized standards

3. **New Development Standards**

- Study development requirements of other Capital Region Municipalities
- Establish realistic water retention goals for new developments
- Establish goals of development standards (ie; affordability or low maintenance)
- develop and recommend policy to Council for approval

4. Develop 10 year rolling road upgrade/transportation plan

- Identify market and other major transportation links now and in the future.
- Based on information gathered in goal 2 and 3 prioritize road upgrade priority
- Consider funding options
- Develop timeline based on funding
- Provide annual recommendation to Council of 10 year road upgrade plan

5. Long Term Drainage Plan

- Utilizing the citizen based drainage committee identify and prioritize the long term drainage needs of the Municipality
- Identify needs and ability to store water on lands owned or attained by the municipality.
- Establish budget costs for drainage upgrader
- develop recommendations for a rolling 10 year drainage plan

6. Improved proactive communication

- Develop a communication protocol for all transportation activities including snow removal, gravel program, road maintenance and reconstruction
- Provide activity updates to Council and staff

7. Service Request Response

- Recommend service request response policy to Council

Administrative Owner

Director of Public Works

Meeting Frequency

Monthly

Indicators of Success

- bi-annual survey of residents
- annual report to Council (all recommendations will be presented to a committee of the whole as developed)
- Council adoption
- road maintenance policy, road upgrade policy, new development standards, 10 year road upgrade/transportation plan, 10 year drainage plan, improved proactive communication/ service request response

Success Drivers

- Standards implemented, Funding opportunities, resident input and plans vetted by staff, council and management.

Protective Services Vision

To showcase our community as a leader in providing protective services through innovative communication, prevention, planning and partnerships.

Protective Services Mission

To safeguard the things that matter most to our community through the delivery of fiscally responsible protective services

Ownership

- Protective Services Committee

Goals (support long term vision)

1. Investigate opportunities to enhance public safety in partnership with other municipalities and organizations

- participate and support efforts for regional pet organizations and animal shelters
- work with the Partnership of the Manitoba Capital Region to maximize efficiencies in the provision of emergency services
- explore opportunities to study regionalization of fire services on a smaller sub-region scale with neighbouring municipalities.
- advance reporting and record management initiatives

2. Improve on prevention efforts

- explore cost and benefit of new infrastructure to reduce collisions along Hwy 59
- consider the development requirements of other jurisdictions in regards to fire service/prevention
- explore self-inspection safety and prevention programs

3. Education/Communication

- enhance awareness of services provided
- explore plain language by-law interpretation
- explore web based communication opportunities
- enhance education initiatives for emergency preparedness, safety and fire prevention

Administrative Owner

- Director of Protective Services

Meeting Frequency

- Quarterly

Indicators of Success

- survey of residents
- annual report to Council



Success Drivers

- Council adoption of Protective Services Committee recommendations
 - Revised By-laws
 - Development plans
 - Regional initiatives

Environment Action Plan

Long Term Vision

To ensure actions of the municipality are conducted in a sustainable manner and that the public are educated and provided with opportunities to minimize impact on our air, earth and water.

Ownership

Environment Committee

Term Goals (supports long term vision)

- 1. Develop and implement progressive recycling program**
 - Access options for recycling enhancement through a professional comprehensive community profile study.
 - Explore interest in curbside pickup through resident surveys
 - Educate and communicate to residents through social media, website, and newsletters
 - Ensure prompt removal and processing of material collected
 - Develop partnerships with regional groups and neighbours.
 - Set progressive recycling goals in line with provincial targets
 - Consider funding options
 - Provide recommendation to council on adoption of recycling program and policy

- 2. Develop and cost service level and facility standard for transfer stations**
 - Set universal standard for transfer sites ie: materials accepted, appearance, signage, lighting, staffing, and security
 - Formal study and review of placement and number of transfer stations required to service community
 - Explore partnerships
 - Consider funding options
 - Provide recommendation to council for adoption of transfer site policy

- 3. Develop compliance and operation plan for Libau Landfill**
 - Complete formal compliance and management study
 - Complete landfill feasibility study
 - Explore partnerships and opportunities to increase tipping.
 - Establish comprehensive operation and compliance policy for adoption by council
 - Cost funding options
 - Develop long term and closure plan for adoption by council

4. Develop long term community solid waste management plan

- Set long term goals for reduction of solid waste (10 year)
- Establish new development service levels
- Consider funding options
- Adopt long range vision policy

5. Reduce greenhouse gas emissions

- Use data from CDEM and Partners for Climate Protection to establish an emission reduction target
- Develop an emissions reduction action plan
- Implement an integrated community sustainability plan
- Monitor progress and report results

6. Protect our waterways

- Receive integrated watershed management plan from province
- Join Lake Friendly/Aquavist Certification Program
- Lobby province and eastern neighbours on need for conservation district
- Develop funding source for certification efforts
- Establish our current strengths and weaknesses in water quality matters based on the IWSMP and certification analysis

7. Develop communication program to encourage environmental friendly behavior

- Review “best practices” for environmental communications
- Develop communication plan
- Implement plan

Administrative Owner

PW Director/CAO

Meeting Frequency

Monthly

Indicators of Success

- Bi-annual survey of residents
- Annual report to Council (all recommendations will be presented to a committee of the whole as developed)
- Council adoption
 - Recycling policy
 - Transfer station and landfill standard policy
 - Recycling program implemented
 - 10 year solid waste plan
 - GHG reduction plan
- Improved proactive communication/ service request response
- Measurable(s)
 - Reduced Greenhouse Gas
 - Reduce nutrient loading into our waterways
 - Double current recycle rate from 200 kgpp to 400 kgpp

Success Drivers

- Global goal with local ownership
- Implement the “plan”
- Partnerships and participation

Water & Wastewater Utility Action Plan

Long Term Vision

To improve the quality of life for our residents and protecting our natural resources for our future generations, in a financially sustainable manner.

Ownership

“New” Utility Committee

Term Goals (supports long term vision)

1. Plan & Develop sustainable infrastructure

- Lockport Area:
 - Connect Old River Road residences to the Henderson Highway sewer system
 - Consultation with residents in each catchment area (McKay, Dunning, HH South, HH North, et.al,) to prioritize future phases
 - Identify funding & financing options (MWSB) for the Lockport wastewater treatment plant (WWTP) expansion
 - Complete Environment Act Proposal (EAP) for Lockport WWTP based on the results of the public consultations
 - Submit Lockport WWTP expansion EAP to seek a licence to construct and operate
- East Selkirk:
 - Complete construction of the lagoon, including new access road and a gate with a key card system for septic haulers
 - Review truck dump policy
 - Plan for sustainable growth
 - Extend services to new homes, in-fills and sub-divided lots
 - Develop plans for a wetland process to reduce nutrients
 - Develop plans for softening water at the municipal water treatment plant
 - Development standards for new sub-divisions
 - Complete (water and) sewer rate studies and seek new rates for 2017-2019
- Grand Marais:
 - Develop sustainable septic haulage plans, including a gate with a key card system
 - Complete water and sewer rate studies and seek approval for 2017-19
 - Develop Reserve by-law for future expansion

2. Develop Medium (2-3) term (5-12 Years) Capital Plans:

- Lockport WWTP expansion
- Further connections in the Henderson H Catchment
- Identify funding and install Water Softening at ES Water treatment plant
- Services to new developments
- Planning for ES Lagoon expansion
- Identify funding and Construct wetlands at ES lagoons

3. Develop Intermediate (4-5) term (13-20 years) Capital Plans:

- Identify funding and complete Lagoon Expansion in ES
- Construct Municipal Water softening in ES
- Complete sewer connections in Henderson Catchment

4. Develop Long (Beyond 5) term (20+ years) Capital Plans:

- Where, What, When and How?

Administrative Owner

Utility Manager

Meeting Frequency

Quarterly

Indicators of Success

- Annual survey of residents
- Annual report to Council (all recommendations will be presented to a committee of the whole as developed)
- Council adoption
 - Term Capital Plan
 - In Principle, medium, intermediate and Long term utility plans
 - New development standards