



Rural Municipality of  
*St. Clements*  
The place to be

Rural Municipality of St. Clements

# Strategic Plan





# Rural Municipality of St. Clements

## Strategic Plan

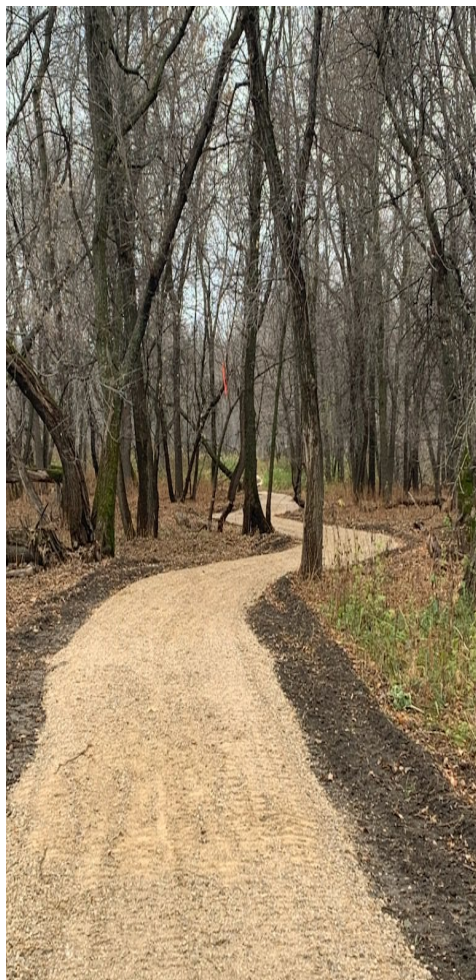


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The RM of St. Clements strives to make information relevant and easy to access. The strategic plan is available on [rmofstclements.com](http://rmofstclements.com) or in printed form at the RM of St. Clements Municipal Office. Your comments are welcome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



## Introduction

This strategic plan outlines the key goals and initiatives that will guide the RM of St. Clements toward realizing its vision, building on the successes of the past, and positioning the municipality for sustainable growth. The plan emphasizes strategies aimed at fostering a community that offers diverse living and recreational opportunities, appealing to people of all ages, lifestyles, and cultures.

In early 2023, Council and senior management gathered for an intensive three-day strategic planning workshop, facilitated by Chief Administrative Officer, Deepak Joshi. During these sessions, Council collaboratively defined a clear vision, values, and objectives for the municipality. The team worked together to identify specific strategies and actions required to achieve these goals. The results of this thoughtful and collaborative process are documented in this plan.

*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 2022-2026

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

*This plan is built upon our community's vision and values, reflecting a thoughtful assessment of our current position and aspirations for the future. It considers the evolving challenges and opportunities we face as a municipality.*

*We value your feedback and encourage you to share your thoughts as we continue to move forward together.*

### **Left to right:**

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



# Rural Municipality of St. Clements Strategic Plan



## How we got here

After the election, 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 during the three-day strategic planning workshop.

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



*After much discussion and brainstorming at the strategic planning workshops, Council determined their vision, mission, and values.*

## VISION

Welcoming, diverse and growing communities, supporting a safe lifestyle for all ages to live, recreate and be prosperous.

## MISSION

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.

## 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.

### CONTINUOUS IMPROVEMENT

We will empower staff at all levels to recommend better working practices and minimizing inefficiencies, through continuous improvement techniques to enable the municipality to save money and increase quality, without reducing the level of service.

# Rural Municipality of St. Clements

## Strategic Plan



The Municipality is committed to improving infrastructure, supporting sustainable growth, and keeping living costs affordable. We will enhance roads, drainage, and waste management through strategic planning and asset management while securing grants and cost-recovery measures to maintain financial stability.

By removing barriers to responsible development, we'll boost housing, employment, and the local economy. Investing in future-focused amenities and strengthening communication will foster transparency and engagement. Through partnerships and resident input, we'll ensure policies and growth strategies create a sustainable, inclusive municipality.

## 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 for ratepayers
- 3. Targeted, sustainable growth**  
Increase sustainable growth in East Selkirk, Grand Marais, Henderson/East Lockport, Libau
- 4. Anticipate future needs in amenities & services, focusing on recreation & key destinations**  
Evolve amenities and services to prepare for the future needs of our changing communities
- 5. Build diverse, resilient, and sustainable communities**  
Focus on community development through service improvements and dialogue with communities

## Summary of Core Strategies

1. Establish an asset management plan including previously paved roads and a plan for new requests
2. Secure grants for infrastructure projects
3. Develop long-term maintenance plan
4. Proactively identify attractive opportunities to increase housing options/employment lands.
5. Remove barriers to sustainable growth and future expansion of tax base.
6. Communication strategy to increase public awareness and understanding
7. Implement cost-recovery/user fees strategy for non-core services
8. With partners, develop and implement a recreational promotion strategy
9. Apply continuous improvement techniques to achieve cost reductions and/or service level increases.
10. Engage residents on increased input and dialogue on community resiliency & diversity.

## 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 viable if we are to meet environmental requirements and avoid unsustainable property tax increases.

Many of the costs associated with basic services stem from decisions made decades ago, such as underbuilt roads and ditches, which now require more frequent maintenance and costly upgrades compared to roads built to modern standards.

Moving forward, it is essential for the municipality to prioritize and strategically focus on basic services to control costs and ensure long-term sustainability.

#### **ACTIONS FOR THIS GOAL**

- Establish an asset management plan including previously paved roads and a plan for new requests.
- Secure grants for infrastructure projects
- Develop long-term maintenance plan.
- Create a sustainable infrastructure funding level by-law.
- Communication strategy to increase public awareness and understanding.





## Goal 2 Affordability

### Keep costs affordable for ratepayers.

Council's task is to strike a balance between maintaining competitive taxes and generating the revenue necessary to invest in core infrastructure and improve municipal services.

This is a challenging task. St. Clements does not have a significant business and commercial tax base, which generates higher assessments (taxed at 65% of assessed value) compared to residential (45%) and agricultural lands (30%). Additionally, provincial downloading of costs has been an ongoing issue for years, but the past two years have seen an unprecedented reduction in provincial grants and supports for municipalities.

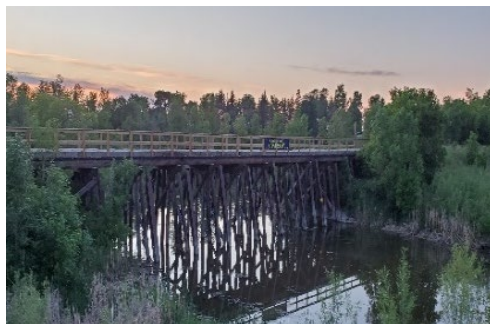
At the same time, residents are asking for higher service levels, whether for better gravel roads, dust control, or recreational amenities. While the new asset management requirements will likely prevent future councils from deferring problems to their successors, we recognize the need to increase revenue to meet these demands.

Council is committed to keeping annual property tax rates predictable and aligned with key priorities. We are taking a balanced approach to municipal revenues, focusing on generating additional revenue streams to keep tax increases modest. Emphasis will remain on generating revenue from new developments, which can help fund improvements that benefit all residents. The RM will also continue to pursue grants from other levels of government wherever possible.

### ACTIONS FOR THIS GOAL

- Implement cost-recovery/user fees strategy for non-core services.
- Functional review of all infrastructure and public service levels
- Minimize Tax Increase – Budget Issue
- Apply continuous improvement techniques to achieve cost reductions and/or service level increases.

**Did you know?** St. Clements is proposing to freeze its mill rate for 2023 and 2024 at the same level as 2022, demonstrating fiscal stability





## Goal 3

### Targeted, sustainable growth

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

New development is key to increasing tax revenue, making it more sustainable and financially responsible to provide the services and amenities residents want. Sustainable development means ensuring that growth is inclusive of all ages and cultures, while also protecting our drinking water.

By focusing new development in areas where community activity is already established, we can capitalize on opportunities for country living in other parts of the municipality, while also creating 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



## Goal 4

### Anticipate future needs in amenities & services

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

The RM of St. Clements is characterized by its rural charm, offering abundant opportunities for country living. As lifestyles and preferences evolve, so too must our services and amenities. The municipality is committed to ensuring that its offerings grow in response to the changing needs and diverse interests of both current and future residents.

Whether it's enhancing the sense of community, providing safe spaces for walking, cycling, and fitness, or offering opportunities for motorized recreation and outdoor activities, we recognize that evolving our services is essential for attracting and retaining residents.

These strategies are essential to ensuring that St. Clements remains a vibrant, attractive place to live and enjoy life, today and into the future.

#### 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)
- Enhance and promote water access.





## Goal 5

### Build diverse, resilient, and sustainable communities

#### Focus on community development through service improvements and dialogue with communities.

Resilience should be seen as the ability to deal with adversity, withstand shocks, and continuously adapt and accelerate as disruptions and crises arise over time. The Municipality is committed to fostering strong, inclusive, and sustainable communities by investing in essential services, promoting economic opportunities, and enhancing community engagement. By strengthening public services, planning for organizational succession, and proactively addressing challenges, we will ensure that our communities are well-equipped to thrive in an ever-changing environment.

A key priority is creating welcoming communities that support sustainability and long-term growth. This includes ensuring equitable access to municipal services, enhancing recreational and cultural amenities, and developing policies that encourage environmental stewardship and responsible urban planning. By actively engaging residents in meaningful dialogue on community resiliency and diversity, we will strengthen social cohesion, encourage innovation, and create an inclusive environment where all individuals feel valued and supported. Through strategic planning, continuous improvement, and strong partnerships, the Municipality will build a future-ready community that can adapt to challenges and seize new opportunities for growth and development.

#### ACTIONS FOR THIS GOAL

- Improve Public Service
- Organizational Succession Planning
- Create communities that are welcoming and foster sustainability within the community.
- Engage residents on increased input and dialogue on community resiliency & diversity.





## 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

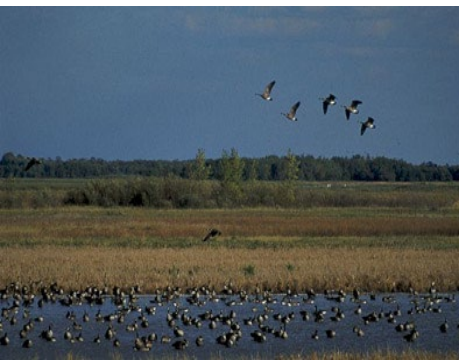
The management team, through the CAO, will keep council informed of implementation progress regularly, including progress made against the goals and targets identified in the plan.

### 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.



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

The municipality has a population of about 11,586 permanent and 4000 seasonal residents. At 794 square kilometers, 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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