

RURAL MUNICIPALITY  
OF  
PINEY



2016 STRATEGIC PLAN

***"DRAFT"***

Prepared by:



## **Introduction**

This strategic plan has been developed by the Rural Municipality of Piney to represent goals, vision and plans for the future of the Rural Municipality of Piney. Input was provided by members of council, staff and the community. This plan is to provide a 5 year guideline and provide broad goals for the overall organization. Goals and objectives for each area were developed based on the following six outlines:

- Where have we been?
- Where are we now?
- Who are we?
- Where do we want to be?
- How will we get there?
- How will we know how we are doing?

## **Background**

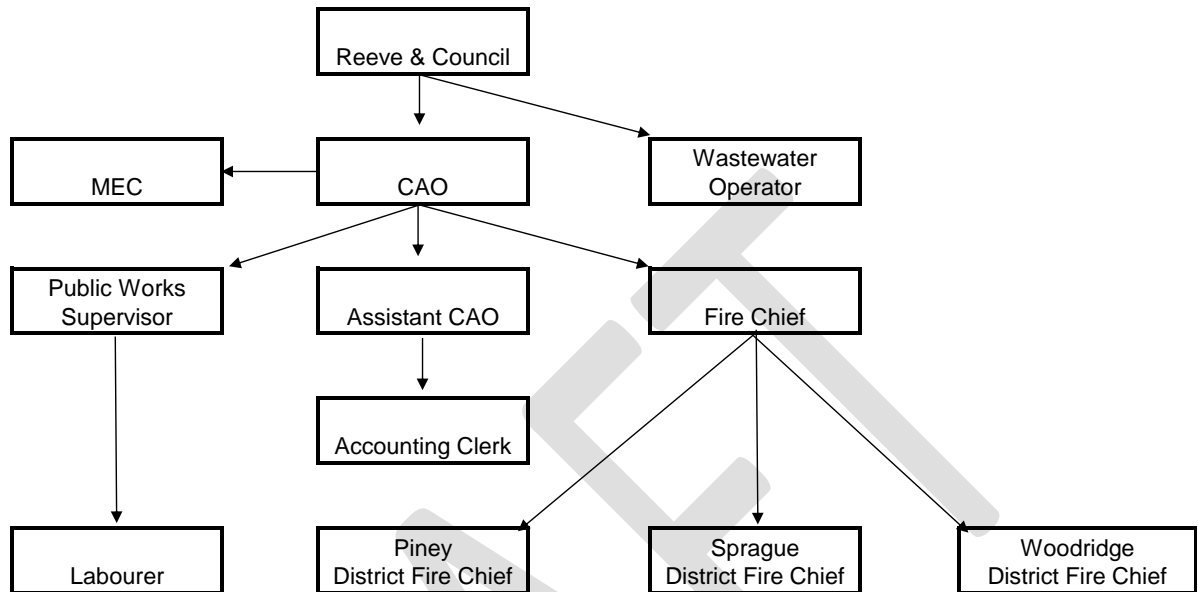
The Rural Municipality of Piney covers approximately 246,460.0 hectares (608,997.0 acres) in south eastern Manitoba. The RM is bounded to the north by the Rural Municipality of Reynolds and the North West Angle Provincial Forest, to the east by the North West Angle Provincial Forest, to the south by the United States of America and to the west by the Rural Municipalities of La Broquerie and Stuartburn.

The Rural Municipality of Piney has seen a small decrease in permanent residents according to the 2011 Statistics Canada census results. Current resident population of the RM of Piney is listed as 1720. The RM has seen a significant increase in seasonal land use by non-residents in recent years. Land use policies highlight growth objectives that promote orderly growth of both permanent and seasonal development.



## Council and Staff

### Organizational Chart



## Vision

To create a safe, healthy and prosperous environment to live, work and play in; and to encourage sustainable development that will complement and enhance the way of life for all residents.

## Mission Statement

The Rural Municipality of Piney is a magnificent place in which to live; with an abundance of green space, extraordinary communities and a peaceful existence. Our municipal government strives to provide common-sense service delivery that sustains a varied economy and communities that foster multi-generational families.

Our mission is to implement responsible governance for all ratepayers; focused on family, communities and a diversified economy.

## **Values**

The following values describe our leadership principles and guide our decision making relationships and service to our communities and residents:

- Common sense service delivery
- Open and transparent governance
- Focus on families and communities
- Foster multi-generational communities
- Diversified economies
- Sustainable environmental stewardship

## **SWOT Analysis**

Council conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis to provide a picture of the current overall environment of the organization. By conducting a SWOT Analysis, Council can uncover opportunities that exist to take advantage of and by understanding the RM's weaknesses, help manage and eliminate threats that would otherwise leave the RM vulnerable and unaware. The current SWOT Analysis is here attached as Schedule "A" of the Strategic Plan.

## **Strategic Priorities**

Goals and objectives have been documented for each of the departments with a focus on the top priorities for each department. The goals and objectives support the core functions of the RM and are the result of information gathered during planning sessions.



## 1. General Government Services

Services under General Government form the core operations of the local government and include basic administrative expenses, council expenses, general operation expenses related to insurance, office operations/management, taxation, legal and community relations.

General Government Priorities		
Priority Focus	Goal	Objective
Capital Management Plan	To maintain current capital assets and ensure that they are replaced in a timely fashion.	To develop a Tangible Capital Assets (TCA) Renewal Policy that will ensure that all utilized capital assets are replaced by the end of useful life. Emphasis will be placed on energy efficiency and green initiatives, while considering options for TCA renewal. Considering energy efficiency will reduce and manage future utility costs. Whenever possible, the RM will capitalize on joint funding opportunities with other levels of government for the replacement or acquisitions of new capital assets.
Staff Management Plan	To create an environment supportive of staffs' full potential and growth, creating a productive and efficient staff.	Provide employee development opportunities that allow staff to grow with the demands of their position. To create an environment where staff retention and service delivery are a priority. Staffing levels will coincide with service delivery needs of the ratepayers. Attendance to seminars and workshops will be supported to encourage the building of municipal networking.
Public Communications Plan	To create more public engagement between the RM and the ratepayers.	Continued support for annual open house meetings with the communities through the "Coffee with Council" initiative. Establish a public communications policy outlining what can be reasonably expected as the minimum communication objectives. Further support for printed and electronic communication means. Greater use of social media as a means of conveying messages in a timely fashion.
Policy Development Plan	To work towards effective governance through the development of policies and procedures. Clear direction.	Continuously improve governance and the services provided in a fair, efficient and understandable manor. Policy development will ensure that the direction is direct and with expected results. Council's objectives to be clear in policy documents, available to the public with the goal of creating transparent governance to all ratepayers. Policy development will improve consistency of answers and facilitate greater accuracy in the services provided.
Cost Efficiency Plan	To ensure that funds are being spent to achieve councils desired return in services.	Annually, Council shall through the development of the Financial Plan, re-evaluate the cost and benefit of expenses budgeted by the municipality to ensure that services are within the desired objectives of council. The RM will investigate alternative funding sources outside of tax revenue to improve service delivery. Consideration shall be given to the financial boundaries of the average ratepayer. Reductions in services will be phased out to minimize adverse impacts to those benefiting from the services.



## 2. Protective Services

The core role of Protective Services is community safety and emergency response. These activities will include fire protection, emergency management, 911 services, building safety inspections and animal control.



### Protective Services Priorities

Priority Focus	Goal	Objective
Equipment Renewal Plan	Ensure capital and equipment are maintained and renewed in a timely fashion to meet service needs.	Ensure that emergency response has the effective equipment to meet the challenges of an emergency. To plan for the renewal of the equipment when needed and reduce the financial burden of the renewal through effective planning. To maintain current services and analyze new services to better understand the future fiscal commitments associated with those services.
By-law Compliance Plan	To increase awareness of municipal by-laws	Increase public awareness of municipal by-laws and policies through a communication plan. Achieve better reporting of non-compliance for future follow up to ensure compliance.
Emergency Preparedness & Response Plan	Improved community and public safety.	Prepare and develop community response plans for dealing with emergencies. Ensure continued and improved ambulance service to meet the needs of a rural, aging population. Identify and plan for the ever changing vulnerable sector of our communities. Ensure that we maintain public safety and response during emergencies. Train for a variety of threats.
Emergency Volunteer Support Plan	To provide volunteer support and increase volunteer participation.	Provide volunteer support through education and skills development. Improve retention of volunteer base and increase volunteer recruitment. Foster community outreach and partnerships that will strengthen resilience of the volunteers and minimize the stresses on volunteers. Improve volunteer appreciation.
Emergency Preparedness Procedural Development Plan	To provide consistent emergency response focused on public and volunteer safety	Create procedures and policies that ensure consistent response of emergencies within the municipal scope of responsibility and boundaries. Improve public safety with emergency response and ensure volunteer safety. The development of standard operating procedures for fire departments and emergency preparedness.



### 3. Transportation & Drainage Services

The core role of Transportation & Drainage Services is the movement of people, goods, services and water management. This includes the management and operation of roads, bridges, airports, drains and culverts.

Transportation & Drainage Services Priorities		
Priority Focus	Goal	Objective
Equipment & Capital Purchase Plan	Study and plan for the changing challenges of public infrastructure maintained.	Plan for the future needs of infrastructure maintenance. Anticipate the demands of aging infrastructure and the escalating renewal costs. Develop a plan that will meet the public infrastructure service needs of the municipality.
Road Maintenance Plan	To develop procedures that provide fair and consistent services and protect public infrastructure.	Ensure that municipal transportation infrastructure is maintained to an accepted standard to meet the service needs of the public and protect the asset from deterioration. Manage costs through maintenance and upkeep. Study traffic use and plan for upgrades when and where needed.
Drainage Maintenance Plan	To develop procedures that provide fair and consistent services and protect public drainage infrastructure.	Ensure that municipal drainage infrastructure is maintained to meet the service needs of landowners and protect the asset from deterioration. Manage costs through maintenance and upkeep. Study design requirements and plan for upgrades when and where needed.
Public Infrastructure Acquisition Plan	To develop a plan for the acquisition or development of new public infrastructure.	Create a policy that guides when and where new public infrastructure will be developed and how it will be funded. Examine the relationship between subdivision development and infrastructure impacts. Review current policies and procedures to ensure that the municipality achieves community growth without excessive infrastructure liability.
Capital Plan	To plan for future fiscal responsibilities associated with the purchase of new or renewed capital assets.	To ensure that there is sufficient funding available for the costs associated with the replacement and purchase of capital assets. The goal is to minimize the financial impact or the need to borrow for capital assets.



#### 4. Environmental Health Services

The core role of Environmental Health Services is the management of waste produced from within the RM. This includes the management and operation of landfills, recycling programs and wastewater.



Environmental Health Priorities		
Priority Focus	Goal	Objective
Waste Transfer Plan	To establish a transition plan to convert current waste disposal grounds to transfer stations.	Move forward with the transition on the development of waste transfer stations at our current waste disposal grounds. Fulfill the goals and intent of the Waste Management Plan developed in 2012.
New Waste Management Plan	To explore future opportunities for waste management.	Continually evaluate the cost benefit of managing waste locally or transferring waste to outside disposal. Explore avenues to increase waste recycling, thereby reducing the total amount of waste disposed. Target a higher level of environmental stewardship by leading in resource recovery and increasing our recycling volumes by utilizing new techniques.
Environmental Liability Plan	To plan for future fiscal liabilities associated with solid & wastewater disposal.	Financial plan for future environmental liability costs associated with the closure of waste disposal sites. Analyze reserve fund levels to ensure that they are adequate for future fiscal liabilities associated with current and past operations.
Waste Reduction Plan	To divert waste from disposal for recycling and reuse.	Promote and improve recycling levels to ensure recyclables are diverted from disposal and reused. Create incentives for improved recycling. Study the impacts of penalties for failing to recycle. Develop and analyze plans that target a reduction in waste disposal volumes. Continue public education to help ratepayers better understand the negative effects of waste disposal and the correlating fiscal costs.
Environmental Stewardship Plan	To protect and enhance environmental stewardship.	Develop policies that protect and enhance the natural resources within the region within sustainable levels of use. Create a practice of environmental stewardship with the communities and region.





## 5. Public Health and Welfare Services

The core role of Public Health and Welfare Services is to promote the betterment of individual's lives within the community through public health and assistance programs.

Public Health & Welfare Priorities		
Priority Focus	Goal	Objective
Age In Place Plan	To ensure improved services for seniors within the RM.	Provide an environment that meets the needs of seniors within our municipality. Adoption of age friendly initiatives and services for seniors.
Community Health Plan	To ensure improved health care services within the region.	Lobby for the continuation and improvement of health care services for residents of the municipality. This will include emergency and routine health care. Create partnerships that work towards achieving the goal of improved health care.



## 6. Environmental Development Services

The core role of Environmental Development Services is the management of community planning, development, and enhancement programs.

Environmental Development Priorities		
Priority Focus	Goal	Objective
Community Growth Plan	To promote community growth through sustainable subdivision.	Ensure that there is sufficient residential lots available to meet present and future market demands. Create incentive for growth through rebates, policy and planning assistance. Plan for townsite growth with the use of private subdivisions, crown land acquisition and municipal property subdivision.
Municipal Land Use Plan	Maintain a current Development Plan and Zoning By-Law.	Update and maintain the Development Plan and Zoning By-Law to be reflective of the current concerns of the ratepayers.
Municipal Beautification Plan	To improve the aesthetics of the RM.	Support programs for the beautification of the municipality through weed management and community beautification. Create an environment where residents are proud to become active participants in the beautification of their communities and call the communities home.



## 7. Economic Development Services

The core role of Economic Development Services is the support of rural program delivery and economic development. This includes municipal partnerships with outside agencies to facilitate program delivery and regional promotion.

Economic Development Priorities		
Priority Focus	Goal	Objective
Municipal Marketing Plan	The promotion and marketing of the RM.	The development of promotional material that creates awareness of the potential of the municipality. Create interest and excitement of what is available within the region, promote the positive aspects of our municipality.
Tourism Plan	Create and develop a tourism industry within the region.	Create a tourism plan for the long term establishment of a tourism industry within the region. Enhance these opportunities with the use of various promotional means. Create awareness for the strengths of the region, highlighting community events, festivals and natural resources.
Trail Development Plan	Increase awareness and development of trail system within RM.	Promote the region as a destination for unprecedented trail activities. Work cooperatively with government and non-government agencies to further promote the recreational opportunities that exist with current and proposed trails systems within the RM. Create governance and policy that fosters responsible trail use for mechanical and non-mechanical recreation. Link outdoor recreation, tourism and the unique attributes of our vast natural areas as a destination attraction.
Business Development Plan	To promote business development within the region.	Continue to promote and market local businesses. Develop a plan to assist new business development within the region. Prepare business development material to market the region. Connect local entrepreneurs with resources and skills to aid in their business success. Create networking opportunities to strengthen the business community within the region.
Local Employment Plan	Link employers and employees.	Create greater awareness of employment opportunities that exist in the region by linking employers with those seeking employment. Develop a new resident information package for those that may be looking to relocate to the area.



**8. Recreation and Cultural Services**

The core role of Recreation and Cultural Services is the promotion of community programs, halls, recreation facilities, festivals, and events.



Recreation & Cultural Priorities		
Priority Focus	Goal	Objective
Grants Program Plan	To ensure annual support funds for recreation and cultural facilities.	Ensure that annual grants are reflective of the public's expectations and the recreation facilities needs. Evaluate the effectiveness of the funds spent.
Program & Events Plan	Create awareness for current recreation programs and promote new programs.	Facilitate the promotion of community festivals and events. Maintain a focus on programs geared towards families and youth within our communities.
Recreation Volunteer Support Plan	Provide appreciation and support for the volunteer base within recreation.	Assist recreation volunteers in achieving their goals for improved regional services. Create a volunteer appreciation plan that will highlight the work completed by the volunteers within our region.
Recreation Facilities Plan	Plan for future capital costs of recreational facilities.	Development of a long term plan for the future capital maintenance and upgrade costs associated with recreational facilities. Study what works for the region and what doesn't. Focus on strengths.
Community Diversity Plan	To promote community identity and facilitate cooperation between communities.	Maintain policies and procedures that facilitate the uniqueness of individual communities. Foster cooperation and discussion between the communities.

**9. Fiscal Services**

The core role of Fiscal Services is the management of assets, bad debt, tax allowances and capital reserves. This includes the long-term projection of future expenditures and their associated planning.

Fiscal Service Priorities		
Priority Focus	Goal	Objective
Capital Reserve Plan	To manage reserves within reasonable levels.	To maintain reserves that are responsive to future fiscal resource needs and minimize future taxation impacts.
Tax Impact Plan	To better understand the impact of changes in taxation rates.	Study the impact of taxation rate changes and how they affect ratepayers within the municipality. Examine how changes in taxation and services would promote or hinder growth. Develop plans to ensure municipal service standards continue to be on par with municipal taxes.
Fiscal Accountability Plan	To ensure fiscal resource allocation within the RM mandates	Develop policy that ensures municipal finance accountability and transparency. Ensure that services are within municipal goals and continue to be on par with municipal taxes. Create greater awareness surrounding school tax rates on annual property tax bills. Foster community awareness of municipal spending.

## **Evaluation & Monitoring**

Evaluation and monitoring of the newly developed strategic plan is identified as an important component of implementation and administering the plan. Annually, at the beginning of the fiscal year, Council will review the specific goals and objectives of the plan, review previous years priorities and the success of implementation. Council will also set the current years priorities targeting implementation and completion while planning during the budget process. The method will be outcome based and the review will formulate the evaluation of performance. The results of the review will form part of permanent written record for future reference.

## **Summary**

The strategic plan is intended to be a fluid document, allowing for changes according to the ongoing SWOT analysis and new priorities. This planning process has defined the RM's focus and will allow for annual monitoring of progress. The RM has reviewed past, present and proposed future activities and projects. Present programs have been analyzed against priorities and goals. Core values and overall vision are incorporated into the planning to provide a document that is priority focused and with clear goals set.

## Schedule "A"

A SWOT Analysis was completed by the RM of Piney Council during Strategic Planning meetings held at the end of 2015. The tables below represent the results of those meetings and the current internal and external factors. These factors are not static and it is expected that they will change as needed to be responsive to a dynamic municipal environment.

<b>Strengths (Internal)</b>	*Core municipal services provided
	*Council seeks community input; Coffee with Council, Public Hearings, etc.
	*Council works together to achieve common goals
	*Council and staff use innovative planning and foresight; Being prepared for future trends
	*Volunteer Firefighters trained to Level 1 standards
	*Well Prepared for emergencies; Municipality has a proactive approach with strategically place services and three fire halls
	*Effective and valued staff cross trained; Ability to provide consistency in services and fire halls
	*Use and implementation of evolving technology to provide better services to the public and facilitate their needs
	*Low mill rate with healthy financial reserves to meet future changes; RM has no debt
	*STARS dispatch distance; Ability to provide first response
	*Piney Pineycreek Airport; unique
	*RM has strong communication with the public and within the organization (internal & external)
	*RM maintain lower operational expenses; no burden of operating heavy equipment, Recreation infrastructure is community owned
	*Policy direction; Consistent, fair, public
	*RM land ownership (for sale; development)
	*Geographic Size; Room for growth, resource rich
*Good cooperation of council and staff	
<b>Weaknesses (Internal)</b>	*Dependant on contractors to provide municipal services
	*Inherited/downloaded Infrastructure; Critical infrastructure, owned by other government levels
	*Isolated RM; limited number of neighboring RM partners
	*Low population density that is older by proportion and compared to provincial average. Limited labour force spread over large area.
	*Low assessment base; Less tax revenue
	*High cost to provide services and receive services; long distance to products and services, some services not found regionally
	*Higher cost to provide similar services throughout a large municipality; dumps, fire halls, recreation
	*High road infrastructure costs; High # of kms of roads, old roads, poorly constructed roads, aged bridges, long distances between towns
	*Limited resources to improve drainage infrastructure; areas lacking drainage infrastructure
	*Large geographical size with 75% of RM Crown Lands
	*Majority of land base not paying grant in lieu of taxes; Crown lands tax exempt

Schedule "A" cont.

<b>Opportunities (External)</b>	*Affordable Land available for new/expanding businesses, recreation opportunities and campgrounds
	*Potential PCH construction
	*Volunteers/strong communities
	*Funds available for projects
	*Growing RM partnerships with other RM's and non government entities
	*Natural resource rich; Peat Moss Industry, clean water, abundant wildlife, forests, diversified resources
	*Tourism; local and regional attractions
	*Access to good health care; both across the border in the US and in Canada
	*Growing population in SE Manitoba
	* Opportunity for outdoor recreation; trail system/network, hunting, cross country skiing, eco-recreation, horseback riding
	*Established trade network; CNR, natural gas line, major highway, proximity to ports of entry
	*High quality of life; clean water, air, low crime, abundant recreational opportunities
	*Crownland /Provincial Forest
	*US Border; opportunity for work
	*Skilled labourers
*Low cost of living with affordable residential real-estate	
*Agriculture; land, value of land, proximity to border, ability to move agricultural products	
<b>Threats (External)</b>	*Loss US health care
	*Lack of cell phone & high speed internet
	*Loss of RCMP detachment
	*Closure of recreation infrastructure and facilities
	*Poor drainage
	*Loss of public transportation
	*Public opinion; negative community perception, resistance to economic growth, resistance to development
	*Declining population
	*Lack of housing
	*Lack employment opportunities for skilled employees
	*Disasters; manmade, natural, economic
	*No one central community
	*Government downloads & regulations
	*US Border; cross border shopping
	*Limited Services for seniors; housing, care
	*Loss of the one RM school; high bus travel distance for students
	*Lack of developers
*Ambulance service is complicated	