

SWAN RIVER STRATEGIC RESOURCE MANAGEMENT BOOKLET



February 2022

INTRODUCTION

OUR COUNCIL



Left to Right

CAO Derek Poole

Councillor Phyllis Friesen

Councillor Don Bobick

Councillor David Moriaux

Deputy Mayor Johnny Wintoniw

Mayor Lance Jacobson

Councillor Jason Delaurier

Councillor Duane Whyte



MISSION and VISION

OUR VISION FOR THE TOWN OF SWAN RIVER

A well managed, progressive regional community that provides opportunity for prosperity in a safe, inclusive, harmonious, connected environment surrounded by natural Manitoba.

OUR MISSION STATEMENT FOR THE TOWN OF SWAN RIVER

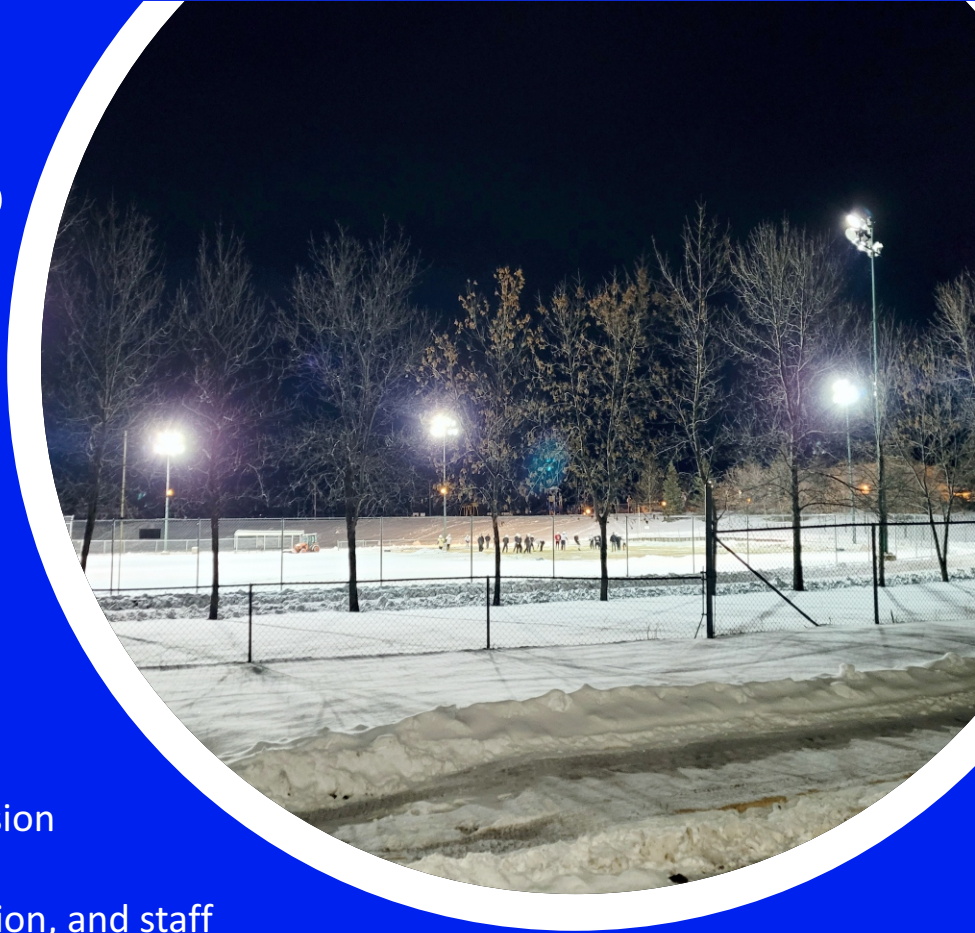
The Town of Swan River provides innovative, inclusive, integrity-driven service and governance at the best value to achieve our vision. We will lead our community forward in educational opportunities, healthy living, and economic development.



Why did we develop a strategy PLAN

This booklet represents a high-level strategic roadmap for the next three to four years and longer. Its function includes:

- **Developing a collective vision:** Recognizing the need to communicate the vision and mission of the municipality:
 - * Internally: council, administration, and staff
 - * Externally: to our community, stakeholders, other governments, and businesses.
- **Planning for the future:** Recognizing the local community in terms of changing demographics, the economy, and what services we provide.
- **Maximizing resources:** By having an agreed upon mission, priorities, goals, and actions.
- **Entering effective partnerships:** Working with others to provide needed services.



How we will use this PLAN - Goal Oriented Resource Management Process

The Town of Swan River will use this strategic plan to create a detailed resource management plan including short and long term goals. We intend to show local residents and businesses how and when we accomplish these goal-oriented actions.



What is our Strategy PLAN:

5 STRATEGY ACTIONS



This roadmap is composed of 5 key Strategic Actions. Strategic actions refer to high level initiatives that will support our Mission and Vision. These were formed by a collective process. Council was surveyed to see what aspects of municipal government was most important to each of them. The results were tabulated and then discussed in detail. Through this process we formed our 5 Key Strategic Actions.

Our Strategic Plan is made up of 17 GOALS grouped in to 5 KEY STRATEGIC ACTIONS

1

COMMUNITY PLANNING - PLANNING OUR COMMUNITY FOR THE FUTURE

- ▶ Maintaining an Asset Management Plan
- ▶ Building up Our Fund Reserves
- ▶ Maintaining, Seeking Out, and Solidifying Partnerships
- ▶ Planning for Community Growth and Expansion

2

ECONOMIC DEVELOPMENT - CREATING AN ENVIRONMENT CONDUCTIVE TO BUSINESS SUCCESS

- ▶ Renewing and Establishing Economic Development Strategies
- ▶ Promoting Our Town with Targeted Initiatives
- ▶ Forming Partnerships with Various Organizations
- ▶ Keeping Store Fronts Occupied

3

UTILITY INFRASTRUCTURE – PLANNING SUSTAINABLE MUNICIPAL SERVICES TODAY FOR TOMORROW

- ▶ Maintaining Infrastructure in Accordance with Asset Management Plan
- ▶ Responsible Development Planning Policies
- ▶ Partnering with Other Entities for Taxpayer Benefit

4

RESIDENT RECRUITMENT – FOSTERING AN ATTRACTIVE COMMUNITY

- ▶ Cultivating a Healthy and Safe Community
- ▶ Upholding Affordable and Responsible Tax Rates
- ▶ Promoting Our Tourism / Recreation / Events and Culture
- ▶ Pushing for Improved Health Care

5

AGE FRIENDLY INFRASTRUCTURE – MAKING AN ACCESSIBLE COMMUNITY FOR ALL OUR RESIDENTS

- ▶ Adhering to the Accessibility for Manitobans Act
- ▶ Promoting Age Friendly Events and Physical Activities
- ▶ Reviewing Programs / Standards That Encompass Age Friendly Developments/ Infrastructure



1

COMMUNITY PLANNING - PLANNING OUR COMMUNITY FOR THE FUTURE

As stewards of the town, we plan for the long term and use our resources wisely to ensure the best and most effective service for our residents. We are paving the way for a running a strong civil service by proactively upgrading infrastructure, having contingency plans in place, reserving funds for emergencies, and building partnerships with other government bodies.

MAINTAINING AN ASSET MANAGEMENT PLAN

We continually ask these questions about our assets: how long we can maintain it for, when will we need a replacement, and when will we need to upgrade and expand? This planning process is asset management. This informs our planning across time for inevitable deterioration of assets and looks forward to expanding to meet the needs of our future citizens. Some of our major assets include buildings, such as the fire hall or the public works garage; vehicles, like our graders and trucks; and our utilities, such as our water works or waste management systems.

BUILDING UP OUR FUND RESERVES

By planning to continually commit money to our reserves we ensure that we have the capital needed for planned upgrades according to our asset management plan and then any unpredictable emergencies in the future.

MAINTAINING, SEEKING OUT, AND SOLIDIFYING PARTNERSHIPS

We share borders with many different government groups. Our jurisdictions may be different, but we may share stakes in various projects such as new developments, highways, health care, and law enforcement. That is why we continually strive to form partnerships and joint initiatives with our neighbours the Sapotaweyak Cree Nation and Wuskwi Sipiik First Nation, the Manitoba Metis Federation, and neighbouring municipalities.

PLANNING FOR COMMUNITY GROWTH AND EXPANSION

If we want to grow economically, we need a plan. This involves many levels such as: building relationships with developers, planning future expansions to the town, creating/improving zoning bylaws, and considering how we will integrate new developments with existing utilities and infrastructure.



2

ECONOMIC DEVELOPMENT - CREATING AN ENVIRONMENT CONDUCTIVE TO BUSINESS SUCCESS

The attraction and retention of businesses is core to our economy. Thus, we have seen a need to make our community an attractive hub for businesses. By partnering with various organizations, reviewing our bylaws/policies, and conducting research on incentives, we are working to make Swan River an attractive place to do business.

RENEWING AND ESTABLISHING ECONOMIC DEVELOPMENT STRATEGIES

We always ask ourselves how we can sustainably grow our economy given our location, resources, and the limitations on our network logistics. To see what solutions are out there for growing our economy, we are researching economic development, studying successes in communities like our own, and seeking out effective initiatives.

PROMOTING OUR TOWN WITH TARGETED INITIATIVES

The Valley has some key challenges for prospective businesses. Most problematic is our remoteness and isolation from main transport arteries. Regardless, we are actively working on initiatives, opportunities, and resources that will encourage businesses to invest in our community.

FORMING PARTNERSHIPS WITH VARIOUS ORGANIZATIONS

Economic development is a common goal that benefits many people and all neighbouring governments. That is why we partner with local businesses and neighbouring governments through economic agreements to create more jobs, stimulate the economy, and attract new ventures.

KEEPING STORE FRONTS OCCUPIED

Swan River's main street is the heart of our town, and we are working to keep it a safe, vibrant, and lively centre. By sustaining our main street and making it a viable place for small businesses to plant their shops and services, we maintain a walkable and accessible community that provides everything that our residents need all in one local place.



3

UTILITY INFRASTRUCTURE - PLANNING SUSTAINABLE MUNICIPAL SERVICES TODAY FOR TOMMOROW

The crux of municipal government is reliable service. We are mandated to provide reliable sources of clean and safe water, responsible and effective methods of sewage management, good roads, prompt street cleaning, environmentally sound waste disposal and recycling services, and effective protective services. These essential to life services are our top priorities.

MAINTAINING INFRASTRUCTURE IN ACCORDANCE WITH ASSET MANAGEMENT PLAN

Roads must be plowed promptly. Our water must be safe to drink and plentiful. The garbage trucks must run. Must is the key word for our services because they are essential to life and depended on by our citizens. We therefore must ensure we fulfil this mandate and are ready to meet the expanding needs of our Town. To do this, we maintain an asset management plan to help us predict the costs of managing and upgrading our infrastructure, from graders to pumping stations, across time to ensure that we always will meet these needs.

RESPONSIBLE DEVELOPMENT PLANNING POLICIES

Developments are a great boost for the economy and can provide jobs and new revenue streams, but developments can have large costs of infrastructure integration, new demands on existing utilities, and legal repercussions. That is why we form conscientious policies regarding developments and make fair, legally sound, and responsible agreements with developers and stakeholders.

PARTNERING WITH OTHER ENTITIES FOR TAXPAYER BENEFIT

Many services that the town offers can be beneficial for both citizens of Swan River and to our neighbours. Therefore, we strive to form service agreements with neighbouring municipalities, First Nations, and with the Manitoba Metis Federation. When we share services and increase usership they become much more cost effective. We continually advocate for fair and affordable cost-sharing agreements that benefit all involved.



4

RESIDENT RECRUITMENT - FOSTERING AN ATTRACTIVE COMMUNITY

Residents moving to and from the valley is a complex series of factors. We as a town strive to create an environment where retention and the attraction of new citizens becomes more likely. By lobbying for health-care improvements, providing effective protective services and government, and by promoting tourism and our natural resources, we help to show that the Swan Valley is a good place to settle down.

CULTIVATING A HEALTHY AND SAFE COMMUNITY

Families and businesses are always looking for a place to plant down where there is relative security, safety, and key services for health and wellness in place. As a civic service it is one of our mandates to provide exactly that. We do this by: funding protective services like our Fire Department and the RCMP, by-laws (such as animal control, zoning bylaws, and building standards), traffic controls, water and waste, and infrastructure like sidewalks and good lighting on our streets.

UPHOLDING AFFORDABLE AND RESPONSIBLE TAX RATES

Taxes are a crucial expense for many residents and businesses. For that reason, we always have affordable tax rates in mind, though we must always balance this against ensuring that our services are adequately funded and that we are following our plans, such as the Asset Management Plan.

PROMOTING OUR TOURISM / RECREATION / EVENTS AND CULTURE

It is not hard to come up with a list of the many natural parks, recreational opportunity, heritage events, rich culture, and potential for adventure that our Valley offers. Collectively, these things represent some of the best resources that the Valley offers. As the council of Swan River, we are committed to promoting and investing into these resources to show that Swan River is a vibrant, active, and beautiful community.

PUSHING FOR IMPROVED HEALTH CARE

It is no surprise that rural healthcare is a constant challenge for our community. We as a municipal government recognize the challenges that our community faces in this area and are lobbying the provincial government for improvements such as a new CT Scanner and initiatives to help attract and retain medical staff. Better health services here in the Valley means a stronger, healthier, and more robust community.



5

AGE FRIENDLY INFRASTRUCTURE - MAKING AN ACCESSIBLE COMMUNITY FOR ALL OUR RESIDENTS

The development of age friendly infrastructure is an important pillar to citizen retention and part of our mandate as a civil service. Many of our demographics have various physical and cognitive impairments that limit their access to our services. By designing and upgrading our community to be more accessible for people with diverse needs we improve the town's quality of life and make our community a more attractive place to live.

ADHERING TO THE ACCESSIBILITY FOR MANITOBANS ACT

The Provincial Government by the Accessibility for Manitobans Act has placed accessibility requirements across the province. We as a municipality, an arm of the province, have a key role in working to improve accessibility for the benefit of our residents. No one should have barriers to access services and programs in our community.

PROMOTING AGE FRIENDLY EVENTS AND PHYSICAL ACTIVITIES

Swan River already has in place a strong recreational department, activities, and group events. Regardless, more can be done to reach underserved demographics. We are always seeking out improvements and finding ways to make recreation more inclusive and accessible.

REVIEWING PROGRAMS / STANDARDS THAT ENCOMPASS AGE FRIENDLY DEVELOPMENTS/INFRASTRUCTURE

Accessibility in our town is always something that can be improved, such as constructing new benches, building sidewalks with ramps, or ensuring better lighting. In addition, we also are exploring initiatives and grants for businesses to improve accessibility to their services, such as ramps or automatic doors. It is small things like this that can make a big difference in people's lives.



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