



Strategic Plan – Midterm Report (2024)

Date: October 31, 2024
To: Mayor and Council
From: Derek Poole, CAO / Uriah Waldner EA
Subject: Strategic Plan – 2024 Mid-Term Report

Our Strategic Plan is from 2023 to 2028. We take this time to reflect both on our accomplishments this year, and also to take assessment of where we are at on this plan as we turn the page into 2025.

This report is an executive summary and highlights our major achievements this year. Please refer to the attached table for updates, status, and notes on all other items on the Strategic Plan.

By the Numbers

Below is a break down of our objectives, the strategic actions, and how well we did (i.e., the performance indicators).

- Achieved (A) means a success this year.
- On-Going (OG) means the project is actively being worked on,
- Incomplete (IC) means the project did not start or complete on schedule, and
- Pending (P) means the project is not scheduled to start yet.

Overall Statistics – How did we do on our Performance Markers?

- a. Achieved 51 of 101
- b. Ongoing 26 of 101
- c. Incomplete 12 of 101
- d. Pending 12 of 101

Provide Sustainable and Reliable Service throughout our Departments

- a. Achieved: 7 of 20
- b. Ongoing: 4 of 20
- c. Incomplete: 3 of 20
- d. Pending: 6 of 20

Strengthen Regional Partnerships

- a. Achieved: 10 of 20
- b. Ongoing: 7 of 20
- c. Incomplete: 2 of 20
- d. Pending: 1 of 20

Transparent Governance & Citizen Focused Services

- a. Achieved: 7 of 18
- b. Ongoing: 5 of 18
- c. Incomplete: 3 of 18
- d. Pending: 3 of 18

Healthy and Connected Community

- a. Achieved: 20 of 28
- b. Ongoing: 6 of 28
- c. Incomplete: 1 of 28
- d. Pending: 1 of 28

Economic and Cultural Development

- a. Achieved: 7 of 15
- b. Ongoing: 4 of 15
- c. Incomplete: 3 of 15
- d. Pending: 1 of 15

Highlights

2.1 - The Swan Valley Fire Board (SVFD)

Technically, this win belongs to 2023 as the agreement was signed on October 12, 2023, however 2024 saw the continued implementation of the Fire Board. The SVFD has enhanced the relations between the Town of Swan River and the Municipality of Swan Valley West. Instead of debating over costs, we are working together to provide the best protective services we can to our residents.

There has been a lot of work done, the hiring of Chief Fedorchuk, a new Pumper Purchase, and work done completing lists of Assets Contributed. We are currently working on a new Fire Protection Bylaw in conjunction with the Board and the Municipality of Swan Valley West.

4.2 - PMH – Computerized Tomography (CT) Scanner



The addition of the CT Scanner service to PMH in 2024 highlights the efforts of the G4 and the Medical Services and Recruitment Committee. This is what happens when our Council's come together and lobby for the best possible health care for our residents.

The Municipality of Swan Valley West, the Municipality of Minitonas-Bowsman, the Rural Municipality of Mountain, and the Town of Swan River all worked hard to make this project happen, raising more than \$1 Million for this Capital Project.

“The addition of a CT Scanner Service in the centre of Swan River Valley is a major step forward to addressing Rural Health care inequities. This service will save lives. Our sick patients, patients who require urgent and time-sensitive diagnostics, can receive this service right here in the Valley.”

MAYOR LANCE JACOBSON

We would also like to acknowledge the contributions of the Swan Valley Medical Recruitment Committee, MLA Rick Wowchuk, the Swan Valley Health Foundation, The Province of Manitoba, Shared Health, and Prairie Mountain Health. We also recognize current PMH CEO Trenea Slate along with former PMH CEO Brian Schoonbaert for their ongoing support for this project.

4.1 Crime & General Investigative Section (GIS)

Certainly, one of the biggest accomplishments of 2024 was the landmark signing of a contribution agreement for an additional General Investigative Section (GIS) unit to our RCMP between all four of the G4 Municipalities in Swan Valley.

The heads of Council for the G4 (Municipality of Swan Valley West, The Municipality of Minitonas-Bowsman, The Rural Municipality of Mountain, and the Town of Swan River) signed a joint agreement for the addition of a General Investigation Section (G.I.S.) to the Swan Valley RCMP Detachment. This new section represents an additional three members serving in the Valley who broadly will be dedicated to serious and complex investigations in the entire region of the Swan Valley. This partnership between the G4 is a significant step forward to addressing crime in our entire Valley.



Crime affects all of us, Rural and Urban. No community in this Valley has been untouched. This represents a huge stride towards combatting the major undercurrents of crime in our Valley. Our Councils' have and will continue to advocate for the safety of our residents.

2.3 – Networking with Provincial Government on Crime



2024 has been an exciting year.

- April 30, 2024 - CAO and Deputy Mayor attended Crime Summit in Winnipeg.
- May 2, 2024 - Premier Wab Kinew and Justice Minister met with the G4, and also had a press release outside our office.
- June 24, 2024 - Minister of Justice Matt Wiebe hosted a Public Safety in Swan River.
- June 25, 2024 - Hosted Hon. Justice Minister Wiebe at June District Meeting.
- September 19, 2024 – CAO attended Housing and Homelessness Summit
- October 4, 2024 – Mayor attended Retail Business Safety and Security Summit
- *Currently Planning Minister Meetings for 2024 Fall AMM Conference.

2.2 - New Municipal Development Services Agreement Signed with Sapotaweyak Cree Nation



On May 27, 2024, The Town of Swan River was very proud to announce the signing of another Municipal Development Services Agreement (MDSA) with Sapotaweyak Cree Nation. This moment marks the 3rd MDSA achievement between the Town of Swan River and Sapotaweyak Cree Nation.

1.1 - Investments into Infrastructure

For full details, please refer to the previous Capital Review Report (September, 2024).

Overall, there has been a lot of fantastic work done in all our departments this summer and many remaining projects are on schedule for completion shortly here in the autumn.

Summary of Capital Projects

Total # of Capital Projects for 2024	24
Overall \$ allocated to capital projects for Budget 2024.	\$4,279,076
Total Projects complete as of Sept 24, 2024.....	11
\$ invoiced on capital projects as of Sept 24, 2024.....	\$793,514
Total Projects on schedule for completion.....	(21 of 24, 88%)
<i>*Includes multi-year projects</i>	

1.5 - Increasing Memberships to Relevant Associations

Education and training are important facets in our organisation. We need to build our staff up in their competencies to make efficient and knowledgeable employees.

Under direction by CAO Poole, all clerical staff have been given memberships to the Manitoba Municipal Administrators Association (MMA). Staff have been attending various workshops provided by the association including Administration Bootcamp and a workshop for Municipal Payroll.

In addition, one member of the Town is working towards their Certificate in Manitoba Municipal Administration.

2.3 & 4.5 Grants

Below are some major wins for the Town in 2024:

- Natural Resources Canada - Clean Fuels Fund Grant - Partnership with EcoStrat to establish a BDO-Zone in the Valley.
- MEDIP Grant for 100 block of Centennial Dr N Paving

Recreation has been busy, between community supported initiatives and getting grants from various agencies:

- Community driven and supported Disc Golf Course
- Sponsored Beach Volleyball – Cement Works, SVCTC
- Sponsored Arena playground (Kinsmen, MB 150, FCC, Home Hardware)
- Rec Locker project – low cost options for community to borrow sports equipment – partnered with SVCTC.
- Solar light installation at Legion Park - Lights purchased by SVCTC
- Playground equipment for Triangle Park – Elks foundation

3.2 – Communications Overhaul

Transparency is a key value in our Strategy Plan. We want information out there for our residents so that they know what is going on in their community. 2024 saw a substantial increase in the amount of information we are posting on social media and our website.

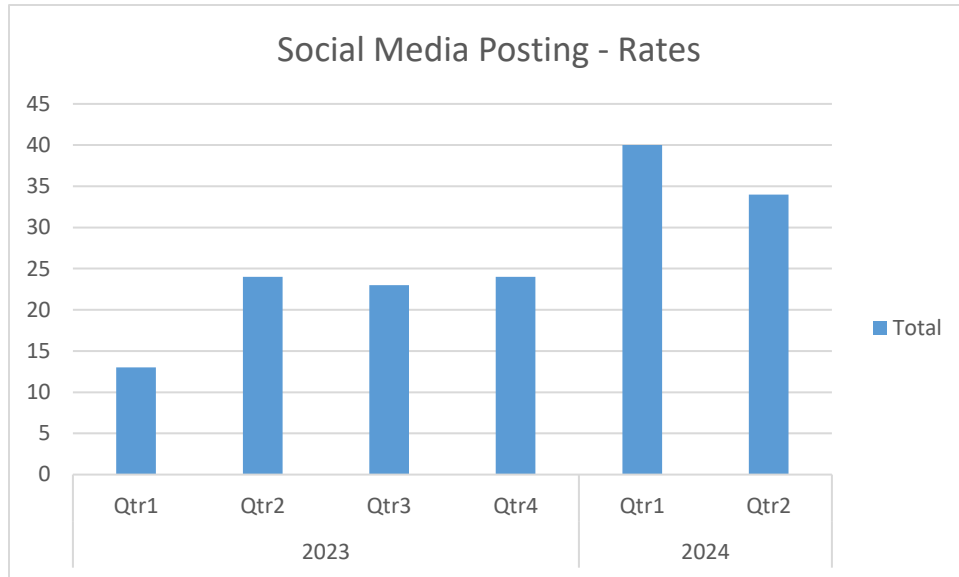
What does Administration Currently Post?

We have done an analysis in **June 2024** to see what categories we generally post on and what the percentages are:

Type	Count	Percentage
Animal Control	23	31%
Announcement	21	28%
Town Services	9	12%
Community	7	9%
Public Health	6	8%
Town Page	3	4%
Survey	3	4%
Job Posting	1	1%
Public Safety	1	1%
TOTAL:	74	100%

- **Animal Control:** This initiative, starting late January 2024, was basically to repost the Vet Clinic’s post whenever there is an impoundment, lost animal, or some other Animal Control matter. This was seen as Administratively an easy thing to do and our ACO handles this.
- **Announcements:** Our second biggest category is Announcements, which are things that we want our citizens to know about our Municipal Government. Broken up, reflects two broad categories, that being “Municipal News” (exciting political announcements) and “Municipal Announcements,” (usually required legally for bylaws, taxation, borrowing, public hearings, etc.).
- **Town Services:** This is our third biggest category, and the best way to envision it is “Operational Announcements.” This is letting the public know about things like office hour changes, what street we’re doing snow clearing on, garbage schedules, and the like.
- **Community:** These are reposts requested from Community Organizations.
- **Public Health:** These are reposts requested from PMH or public health.
- **Town Page:** This is a repost of our Town Page, which is published monthly in the Star and Times.
- **Survey:** These are survey Announcements.
- **Public Safety:** This corresponds to emergencies and serious safety issues. In 2023 we had 7 posts in this category, reflecting flood risks and river safety warnings.

Post Rates – How much is Administration Posting



You can see here in 2023, we posted 84 times (average 7/month). In 2024, we have amped up our Social Media presence. Right now, at Midpoint (end of Qtr2) we are already at 74 total posts (average 12.33/month) with no intention of slowing down. This is strong evidence that our Administration is making progress on this Strategic Action.

The key cause of the increase is that our various departments are posting more. For example, our Animal Control Officer now posts for every impoundment. We also see more posts for Public Works (snow clearing, paving, and water flushing). Administration also now actively posts our legally required notices on social media (as well as all the usual spots, Star and Times, Bulletin Board, etc.).

A second cause for the increase is that Swan River has been very politically active in 2024 and there have been a significant number of exciting announcements and visits (e.g., Premier visit; TLE agreement).

**The above does not include posts from the Recreation or SV Fire Department.*

2.3 & 5.2 - Hosted the June District Meeting for the Parkland.



In June of 2024, the Town of Swan River with assistance from the G4, hosted the Association of Manitoba Municipalities (AMM) June Parkland District meeting. This was a fantastic networking event and was attended by elected officials from all throughout the Parkland District.

Another huge win was, in conjunction with RISE and the G4, running the theme "A taste of the Valley" to help promote Swan Valley.

3.3 Engaging Partners and Citizens

Although there hasn't been much movement on Citizen Idea groups, there has been some great collaboration going on between many different organizations in our community.

For example, in developing the up-and-coming Responsible Pet Ownership Bylaw, we reached out to the Swan Valley Vet Clinic and the Animal Protection League. They were provided with early drafts and asked questions related to their expertise and operations. Their contributions are being strongly considered as we continue to draft the bylaw.

In another example, Council met with local resident and entrepreneur Kyle Machan to discuss an overhaul to the Incentive Plan Bylaw.

1 Sustain & Reliable Serv.

(345)

Strategic Actions	Performance Indicators	Percentage Complete						Achieved Outcomes & Notes
		2023	2024	2025	2026	2027	2028	
1. Continue to invest in and maintain Town assets and infrastructure (90)	Complete Town Office Capital Projects: Emergency Coordination Center, Transfer Switch, Front Step/Entrance Area Plan		OG	P				<p>ONGOING - Generator and Starlink completion for end of 2024</p> <p>Emergency Coordination Centre - Work has been progressing on this front. Installation of Starlink for emergency internet is expected to be complete in 2024. Generator is proceeding; currently contractor is awaiting parts.</p> <p>Front Step Entrance - Work has not commenced yet, planned for 2025 budget.</p>
	Aim to ensure the proper maintenance of assets and infrastructure by implementing maintenance programs, devising future replacement plans, and ensuring fiscal responsibility, all in alignment with the comprehensive asset management plan.			P	X	X	X	PENDING - Expected completion next year. CFO and CAO received NABS Asset Management training in 2024.
	Renew utility main in 100 block and 200 block of Centennial Dr N	->	A		P			ACHIEVED - 100 block is completed, PENDING - RFQ issued for 200 block.
	Prioritize and right-size capital investments.	->	OG	X	X	X	X	ONGOING - Beginning to review for 2025 budget.
	Maintain reserves to avoid costly borrowing	->	OG	X	X	X	X	ONGOING - Cost Efficiency within organization; all reserves fully maintained each year. 579k submitted to reserves in 2024 budget.
2. Comprehensive organizational Asset Management Plan (84)	Form an interdepartmental implementation team	IC						INCOMPLETE - This must be included in priority assessment.
	Complete Asset Management Plan			P				PENDING - Slated for 2025
	Have at least one Management Staff per department complete Asset Management training		A					ACHIEVED - CFO and CAO received NABS Asset Management training in 2024. Darren Harvey has Asset Management Training Erin Clouson received RFAM and attended a workshop with AMM in Dauphin.
3. Pursue cost effective options, solutions, and technologies (81)	Prepare a full assessment of current IT and network capabilities, network security, future needs, options.		IC	P				INCOMPLETE - This will not be completed in 2024 due to budgetary concerns. Slated for 2025.
	Establish Town-Employee process for staff to submit innovation ideas		OG					ONGOING - Slated for completion 2024 Fall
	Provide \$ for research/investigation for staff on latest technology, software, etc.		IC	P				INCOMPLETE - Plan moving forward is to increase training budget for staff in 2025 (Diamond/MMA/CMMA/Neptune/etc.). Technology and innovation remains an ongoing project.
	Trial EMF 1000 in partnership with EMFluids to potentially increase the life of our current lagoon	A						ACHIEVED - Trial was completed with EMFluids. Working on ongoing partnership.
	Review current methods to determine where efficiencies could be found within operations and product purchasing.			P				PENDING - Slated for 2025

1 Sustain & Reliable Serv.

(345)

Strategic Actions	Performance Indicators	Percentage Complete						Achieved Outcomes & Notes
		2023	2024	2025	2026	2027	2028	
4. Reduce and Reuse actions and incentives (47)	Complete hand-off of Recycling service to MMSM		A		P			ACHIEVED - Commercial recycling will be fully operated by OSS at the end of September. PENDING - MMSM anticipates 2026 as the earliest they will be taking over residential recycling.
	Provide compost containers to residents that request them			P				PENDING - Compost containers will be getting ordered later in 2025.
	Advocate for, promote, and lead by example on environmentally friendly products and procedures to reduce waste and carbon footprint		A	X				ACHIEVED - Applied for Natural Resource Canada "Clean Fuels Fund" to help develop a BDO Zone and attract a biofuel Industry. Applying for Canada's GICB grant for a carbon zero grant for new Arena build.
5. Commitment to professional development and retention of staff (43)	Increase memberships to relevant Associations		A					ACHIEVED - We are now members of Regional Community Airports of Canada. Expanded MMA membership to full Clerical Staff, EA, and CAO. We note that membership to various relevant associations is an ongoing task.
	CUPE & Town partnership - Budget for CUPE members to receive training to advance their skills/prepare for mgmt.				P			PENDING - Slated for 2026
	Train a second utility operator to level 2 certification in water treatment and water distribution		A	X				ACHIEVED - Level 1 complete. ONGOING - They are now getting hands on training and then will write their test for level 2 in a year.
	Assist in developing staff to further benefit them by creating a development plan.			P				PENDING - Slated for 2025

2 Regional Partnerships

(345)

<u>Strategic Actions</u>	<u>Performance Indicators</u>	<u>Percentage Complete</u>						<u>Achieved Outcomes & Notes</u>
		2023	2024	2025	2026	2027	2028	
1. Start up of Swan Valley Fire Board (89)	Continue meeting with our municipal partners to establish a complete Valley Wide Fire Board				OG			<p>ONGOING - Work needs to continue for a full Valley Wide Department, and more immediately for Mutual Aid Agreements.</p> <p>For the future, work needs to be done to draft formal requests to join to other municipalities, along with potential agreements.</p>
	Promote the benefits of an amalgamated service.		OG					<p>ONGOING - The SVFD has enhanced the relations between the Town of Swan River and the Municipality of Swan Valley West. Instead of debating over costs, we are working together to provide the best protective services we can to our residents.</p>
	Negotiate a fair and appropriate agreement	->	A					<p>ACHIEVED - The partnership for the Swan Valley Fire Department between Swan Valley West and the Town of Swan River has been a success.</p>
	Complete a list of all Town Assets contributed	A						<p>ACHIEVED - Completed by Fire Board.</p>
2. Increase working relationships with First Nations and MMF governments (83)	Enact impactful protocols and procedures aimed at improving indigenous relations, communication, and reciprocal understanding		A					<p>ACHIEVED - MDSA signed with SCN in May, 2024 Successful gave sculpture.</p>
	Partner with First Nations and MMF for the CSWB, crime, addictions, treatment, etc.	->	OG	X	X	X	X	<p>ONGOING - Councillor Bava Dhillon is on CSWB.</p>
	Pursue shared investments in infrastructure.	->	OG	X	X	X	X	<p>ONGOING - Our administration is always looking for opportunities to work together.</p>

2 Regional Partnerships

(345)

<u>Strategic Actions</u>	<u>Performance Indicators</u>	Percentage Complete						Achieved Outcomes & Notes
		2023	2024	2025	2026	2027	2028	
3. Enhance Intergovernmental and intra-provincial relations (42)	Propose Swan Valley Recreation Board			->	->	P		DEFERRED - to 2027
	Send council delegate(s) to AMM/FCM events		A	X	X	X	X	ACHIEVED & ONGOING - Council attended Spring 2024 Conference. Swan River hosted the AMM Parkland District Meeting Council member is on PMJAC Mayor is a AMM Director There was no representation at the FCM conference.
	Demonstrate dedication to the Valley G4 initiative; instituting well-defined procedures and establishing clear policy terms of reference.	->	OG	X	X	X	X	ONGOING - Progress being made on hiring a secretary for subcommittees for the entire G4.
	Ongoing collaboration with MTI personnel regarding upcoming projects and proposed projects for the Town of Swan River	->	A	X	X	X	X	ACHIEVED - Correspondence sent to MTI following up on numerous highway projects within town limits. Anticipating MTI hosting a Round-About public consultation.
	Networking and establishing relationship with MLA and MP to lobby for needed funding.	->	A	X	X	X	X	ACHIEVED - 2024 has been an exciting year. CAO and Deputy Mayor attending Crime Summit in Winnipeg. Premier Wab Kinew and Justice Minister met with the G4, and also had a press release outside our office. Premier Kinew hosted a crime summit in Swan River (June). Hosted MLA Wiebe at June District Meeting. Planning Minister Meetings for 2024 Fall.
	Proactively explore and pursue available grants to support and fund essential infrastructure projects	->	A	X	X	X	X	ACHIEVED - See below some major wins for the Town in 2024. TOWN - Natural Resources Canada - Clean Fuels Fund Grant - Partnership with EcoStrat to establish a BDO-Zone in the Valley. PUBLIC WORKS - MEDIP Grant for 100 block of Centennial Dr N Paving RECREATION: - Community driven and supported Disc Golf Course - Sponsored Beach Volleyball – Cement Works, SVCTC - Sponsored Arena playground (Kinsmen, MB 150, FCC, Home Hardware) - Rec Locker project – low cost options for community to borrow sports equipment – partnered with SVCTC. - Solar light installation at Legion Park - Lights purchased by SVCTC -Playground equipment for Triangle Park – Elks foundation

2 Regional Partnerships

(345)

<u>Strategic Actions</u>	<u>Performance Indicators</u>	Percentage Complete						Achieved Outcomes & Notes
		2023	2024	2025	2026	2027	2028	
4. Mutual education/training on key issues with our regional partners (24)	Run joint training programs that are shared between municipal partners to improve relations, enhance understanding, and to assist with decision making.	->	OG	X	X	X	X	ONGOING - No progress
	Provide more inter-department training to enhance joint department response and unification of service.		A					ACHIEVED - CAO office is working on mandatory communication policies to help enhance communication within our organization. Cross-training between staff and having Clerical Staff trained to provide assistance to Public Works/ Recreation.
	Form a Parkland Recreation Practitioners Association to network with other Recreation Directors and organizations in the region.				P			PENDING - Currently, we are actively networking with other communities. Rec Director and staff attend conferences.
5. Negotiate in good faith (13)	Implement an improved program of infographics/statistics/information to assist other parties in understanding	->	OG	X	X	X	X	ONGOING - This is a policy of clearly conveying information in accessible formats.
	Hold workshops and training on negotiation for council members		IC					INCOMPLETE - This training was not completed by any Councillors in 2024. Will continue to monitor education opportunities for our elected officials through the AMM.
	Instill in our negotiations the values of transparency and the sharing of information freely. Have clear Agendas with clear asks.	->	A	X	X	X	X	ACHIEVED - There is currently work with the RPO Bylaw - we have been back and forth with the Vet Clinic and Animal Protection League. We sent letters clearly showing our plans and looking for their input.
	Within negotiations, develop mutual understanding, empathy, and understanding of rural/urban mentality; Strive for cooperation, what's best for the valley, and win-win solutions	->	A	X	X	X	X	ACHIEVED - Successful negotiation of MPSA with SCN and MSVW for the Fire Board.

3 Gov. & Customer Service

Strategic Actions	Performance Indicators	Percentage Complete						Achieved Outcomes & Notes
		2023	2024	2025	2026	2027	2028	
1. Increase distribution of information within the organization (52)	Develop File Archive/Destruction Bylaw			P				PENDING - Slated for 2025.
	Strengthen our internal administrative procedures for the use of Memos	A	A	X	X	X	X	ACHIEVED - Our organization has seen an increase in internal communications through use of memos and new installation of a staff bulletin board. We are looking to expand to shared calendars as well
	To improve accessibility of information for our citizens, staff, and council, ensuring easy and appropriate access to the necessary information.	->	A	X	X	X	X	ACHIEVED - Developed online SharePoint for sharing important information with Council. To rollout Fall 2024. Exploring the policy/procedures of having more items available right on All-Net when the public views our agendas.
	For important discussions or items, direct staff to make written records and send formal letters/emails so that the topic is well documented.	->	A	X	X	X	X	ACHIEVED CAO Office: We've seen this year expanded use of Memo's for written directives. Also use of Record of Conversation templates. Protective Services: for service of documents, we've seen complete expansion for the use of In Person Service and Registered Mail, which ensures accurate written records for important files, such as demolitions.

3 Gov. & Customer Service

(345)

Strategic Actions	Performance Indicators	Percentage Complete						Achieved Outcomes & Notes
		2023	2024	2025	2026	2027	2028	
2. Effective use of communication platforms (46)	Add more social media platforms to our notice procedures		IC					INCOMPLETE - Without dedicated Social Media personnel, it is not seen as viable to expand to the Twitter or Instagram platforms. There have been some wins though, such as expanding our presence with regular email blasts to subscribers. We also expanded use of ads within Facebook for helping get information out there.
	Advertise our website's email e-news subscription service.		A					ACHIEVED - We regularly advertise in Town Page and on Website.
	Increase amount of information being posted to the website and social media including snow clearing, flushing notices and paving notices		A					ACHIEVED - In 2024, we demonstrated a massive increase in the volume of information posted on Facebook and the Website. Approx. 35% increase.
	Ensure accessibility of our communications	->	A	X	x	X	X	ACHIEVED - Our procedures to use "Alt Text" are being followed. With Accessibility Communication regulation being invoked, we will be doing a full review and preparations. Also important is trying to have real text (that screen readers can process).
3. Create citizen idea group(s) (35)	Hold a survey to determine a department where residents would like to see us start and execute an idea group.	IC	IC	X	X	X	X	INCOMPLETE - Consideration to how this will be implemented needs to be done. This year has seen increases in consultation with citizen groups for large projects such as the SVLC for the Arena, and the Vet Clinic/APL for the RPO bylaw.
	Pilot a citizen rep to volunteer on each of the major 6 committees			P				PENDING - for 2025

3 Gov. & Customer Service

(345)

Strategic Actions	Performance Indicators	Percentage Complete						Achieved Outcomes & Notes
		2023	2024	2025	2026	2027	2028	
4. Moving to paperless systems (30)	Investigate feasibility of Electronic Service Systems for the Utility			P	P			PENDING - Slated to begin investigations in 2025.
	Implement online registration software for recreation programs		IC	P				INCOMPLETE - Pending for 2025.
	Explore the possibility of Town Departments using a centralized electronic reporting and inspections database.		OG	P				ONGOING - Staff developing a pilot Access Database for Enforcement Activities and tracking of tickets. Will evaluate success here for 2025 potential rollout or explore other software solutions.
	For document filing, establish procedures for staff to keep digital records.	->	OG	X	X	X	X	ONGOING FIPPA memo went out regarding file security. Working on procedures for physically locking highly confidential files. Working on procedures for In-Camera Documentation
	For Council Meetings, establish a policy to eliminate paper copies by creating digital packages for their review and uploading documents to the All-Net Documents service.	->	A	X	X	X	X	ACHEIVED - Documentation is available paperless on the All-Net Council Meeting Management. Rolled out SharePoint to share important documents with council in an easy to use system.
5. Increase user friendly ability on website (24)	Enhance our Recreation Facility Booking / Payments online to encompass all recreation services.		OG					ONGOING - PILOT ACTIVE - We have recently added arena/ice times to the current ACTIVENet system. We have changed the booking process to start receiving contact info for profile building and payment prior to booking date. This will be a multi step process. We are starting with non resident users and special event bookings for the arena.
	Conduct a specific survey on how residents use our website and gather feedback		OG					ONGOING - Survey conducted this fall 2024. Analysis and report needs to be drafted.
	Hold annual website maintenance: reviewing website accessibility, outdated information, and innovation/improvements.	->	OG	X	X	X	X	ONGOING - Efforts are been made to ensure compliance with new Accessible Information and Communication Standard Regulation; as well as explorations into expanding forms and submission requests to our website.

4 Healthy & Connected

(345)

Strategic Actions	Performance Indicators	Percentage Complete						Achieved Outcomes & Notes
		2023	2024	2025	2026	2027	2028	
1. Continue initiatives to deter and assist with the prosecution of crime (76)	Build a Proposal/Secure Funding for Valley-wide Swan Valley GIS Unit			A				ACHIEVED - This has been a huge early success with the G4. A proposal and agreement have been signed. The G4 agreed to a funding model and we are now working with the Province and Division D to start the GIS.
	Build a CSWB plan alongside the province		OG	X				ONGOING - This is ongoing. An advisory group has been formed. Currently data gathering phase is complete and moving now into Community Consultations (approx. 30-40%)
	Assist with implementation of the Camera Surveillance System		OG					ONGOING - Installs are being completed in the community. The Town of Swan River assisted in securing the Criminal Forfeiture Grant for the project as well as providing a grant from the Crime Prevention Reserve.
	Partner with the Chamber of Commerce to purchase a Community Safety Vehicle	A						ACHIEVED - This partnership with the Chamber of Commerce was accomplished using the Town of Swan River's crime reserve.
	Put out regular Public Safety advertisements.	->	A	X	X	X	X	ACHIEVED - The Town regularly posts information to report crimes and information about the Safer Communities Act.
	Lobby for federal/provincial funding.	->	OG	X	X	X	X	ONGOING - As of Fall 2024, there is ongoing lobbying to see if the Province will assist with the costs of the GIS.
	Develop, improve, and enforce property bylaws.	->	A	X	X	X	X	ACHIEVED - In 2024, June, we passed the Structure Standard Bylaw. We have been testing it out to see if it will be an effective solution for our dealing with property issues. ONGOING - There are plans to explore the Zoning Bylaw and looking at Vacant Property Bylaws.
2. Ensure sufficient health care services in our health care facilities (56)	Installation of CT Scanner		A					ACHIEVED - This was a resounding success for the G4 and the Medical Services Recruitment Committee. We thank the Province of Manitoba and PMH.
	Commitment to continued contributions to Medical Recruitment and Retention Committee	->	A	X	X	X	X	ACHIEVED - The Town of Swan River contributed for 2024.
	Lobby Province to fund needed equipment/recruitment/staffing	->	OG	X	X	X	X	ONGOING - Medical Services Committee is continuing recruitment and retention activities.
	Secure Airport Funding from the province to for airstrip snow clearing for Air Ambulance		A					ACHIEVED - In 2024, we saw a doubling of the grant for Airport Operations from the province to help support our operations.

4 Healthy & Connected

(345)

Strategic Actions	Performance Indicators	Percentage Complete						Achieved Outcomes & Notes
		2023	2024	2025	2026	2027	2028	
3. Support and promote community events (15)	Support and Enforce a strong Donation/Grant By-Law or Policy	A						ACHIEVED - The Grant Policy was adopted in 2023. 2024 saw its implementation which was a great success and supported many good causes in Swan River.
	Have members of Council attend key community events	->	A	X	X	X	X	ACHIEVED - WINS FOR 2024: Wab Kinew Press Release, David Moriaux spoke Wav Kinew Safety Summit (in Winnipeg) Wab Kinew Safety Summit (in Swan River) Canada Day event in Swan River Tim Hortons Camp Day
	Use our Social Media and Website to advertise for major events		A					ACHIEVED - We have implemented a successfully initiative for posting on Social Media all our events. Procedures Bylaw now mandates the requirement to post Public Notices on Social Media.
4. Promote polite professional interactions with the public and co-workers (14)	Ensure completion of mandatory customer service training by all front-line staff		OG	X				ON GOING - Directive issued for staff to have complete by end of 2024.
	Upkeep Accessibility plan and implementation	->	R	X	X	X	X	REFER - See accessibility plan update in report. Passed Accessibility Plan 2024-2025
	Upkeep Policies, Procedures, and Bylaws for staff and the public to ensuring smooth daily interactions and business conduct.	->	A	X	X	X	X	ONGOING - For 2024 we are reviewing the Animal Control Bylaw. The Building Bylaw was also briefly looked at with a few minor changes. The Fire Protection Bylaw has also commenced review process.
	Management: Promote constructive discussions and a focus on finding solutions	->	A	X	X	X	X	ACHIEVED - Our management team meets on average twice a month to discuss and solve problems. This is a initiative that takes place every time we interact internally between our staff and council; and externally with outside organizations. One large step forward is establishing a communication template with staff sergeant / quarterly meeting – complete (1st mtg Oct 1st)
	Implement, publicize, and champion workplace policies & procedures that foster a respectful environment.	->	A	X	X	X	X	ONGOING - Reviewing Communication procedures to facilitate better expectations and flow of information. Reviewing Human Resources Management / Organization Structure for the Town of Swan River to streamline and make processes more efficient. More clear job expectations.

4 Healthy & Connected

(345)

Strategic Actions	Performance Indicators	Percentage Complete						Achieved Outcomes & Notes
		2023	2024	2025	2026	2027	2028	
5. Maintain and enhance existing recreational facilities (14)	Develop a recreation 5-year plan		IC					INCOMPLETE - It is in the works, but due uncertainty with regards to a potential new Arena build it is not complete.
	Commit to a functional Arena Venue		->	->	P			ONGOING - Town is investigating potential new build or retrofits for old arena.
	Grants/Support for community volunteer agencies (hiking trails, skiing, quadding, etc.)	A	A	X	X	X	X	ACHIEVED 2024 - The town Issued 5 grants for groups conducting fundraising for recreation. All of these were successful and we are happy to support recreation grounds in our town. Among some of the awardees was the Swan Valley Curling Club, Swan Valley Folk Fest, and SV Sport Fishing Enhancement.
	Install new playground units received from grant programs		A					ACHIEVED - Successfully installed at the Centennial Arena.
	Maintain or increase reserves to pay for costly repairs of existing assets	A	A	X	X	X	X	ACHIEVED - This budget year saw 57k put away for Recreation use. 45k for major Recreation repairs and 10k for Recreation Equipment
	Increase user fees annually to avoid tax overburden.	A	A	X	X	X	X	ACHIEVED & ONGOING - 2024 saw a broad stroke increase of Recreation Fees on the Fee Schedule to help cover the costs of running the service while not being to burdensome for our end users. Work commencing shortly on proposals for 2025 fees.
6. Engaging with our partners (7)	Meet regularly with CSWB partners.	->	A	X	X	X	X	ACHIEVED - Matthew Linnick, Municipal Lead Hand, has been assigned to represent the Town on the CSWB front and has been doing an excellent job in his role.
	Meet bi-annually - Age Friendly Manitoba	->	A	X	X	X	X	ACHIEVED - Town Rep has been meeting with Age Friendly MB.
	Support non-profit/non-monetary initiatives of our partners and service providers.	->	A	X	X	X	X	ACHIEVED - Providing a platform for announcements is an ongoing partnership we have with several groups (especially PMH). Town Council has declared various weeks, including the CN Railway Safety Week, and in the past the Longest Day of SMILES. We have written letters of supports to many partners to assist the good work they do and to help them secure grants (such as the Swan Valley Crisis Centre).

5 Economic & Cultural

(345)

Strategic Actions	Performance Indicators	Percentage Complete						Achieved Outcomes & Notes
		2023	2024	2025	2026	2027	2028	
1. Review and update community incentive plan; inform developers of intra-provincial incentives (52)	Complete Swan Valley-wide Economic Development Incentive Plan approved by municipalities			P	P			*Current draft is for Town of Swan River only. PENDING - Slated for later work (2025)
	Consider extending/expanding Town of Swan River's existing plan.		A					ACHIEVED - Consideration complete. Slated to begin bylaw in 2024 with goal of implementation for 2025.
	Survey applicants / developers for their views on plan.		IC	P				INCOMPLETE - Slated to begin surveying 2025; in conjunction with Bylaw draft. Heard presentations by Kyle Machan on the topic.
2. Complete an immigration Strategic Plan (28)	Work with Community, Immigration Services, and RMED.	IC	IC	X	X	X	X	PENDING - No progress to date.
	Promote Town as a welcoming place to live.	->	A	X	X	X	X	ACHIEVED - Huge win for 2024 - June District Meeting - In conjunction with RISE "A taste of the Valley"
3. Increase and detail community input through survey (22)	Find Community wants/ideas through Survey	->	OG	X	X	X	X	ONGOING - Planning surveys for the fall time: - Community Safety Well Being (Complete Sept 30, 2024) - Planning Animal Control Survey (planned for Fall 2024) -Website Usage Survey (Complete)
	Recreation - Distribute a needs assessment survey in conjunction with fall registration to determine future programming	->	->	P	X	X	X	INCOMPLETE
	Implement an effective means for residents to suggest ideas or give the Town Feedback.		A					ACHIEVED - Implemented Request/Feedback Form system. Working to do more surveys per year.
4. Organization and connection of social services within region (20)	Enhance Swan Valley Economic Development connection through RMED/Roblin/Dauphin/Neepawa		OG	->	P			ONGOING / PENDING - CAO's of this community met in 2024 to discuss Economic Development. Met with RMED's new staff: Alexander Lavoie and Craig Soldier.
	Lobby province for funding social services.	->	OG	X	X	X	X	ONGOING - Planning to meet with Ministers at the 2024 Fall Continually meeting with Minister Wiebe and Minister Asagwara for more funding to support Justice and better Health resources.
	Support local recreation, social service groups and cultural groups through grants.	A	A	X	X	X	X	ACHIEVED 2024 - There were 12 one-time grants were given out for various causes. We also supported through our annual grants our Museum, Immigration Services, the Crisis Centre and ACL.

5 Economic & Cultural

(345)

Strategic Actions	Performance Indicators	Percentage Complete						Achieved Outcomes & Notes
		2023	2024	2025	2026	2027	2028	
5. Implement statistics finding measures (9)	Through partners like RISE/RMED, collect valley-wide data and keep available.		A					ACHIEVED - This is complete and the portal is available from our website.
	Continue tracking water breaks as part of our assessment ranking in determining the order of utility renewals.	->	A	X	X	X	X	ACHIEVED 2024 - Water breaks are being recorded annually on an AutoCAD drawing.
	Track response and other data to assist with decision making using factual information and future planning.		OG					INCOMPLETE - This has been hard to implement, will be a directive to managers this fall . Part of consideration is explorations in implementing a request tracker software.
	Monitor building permits and tax assessments.	->	A	X	X	X	X	ACHIEVED - This is happening on an ongoing basis.