

SWAN RIVER STRATEGIC PLAN 2023-2028



INTRODUCTION

OUR COUNCIL



*Back row: CAO Derek Poole, Councillors Bobick, Boychuk, Whyte, and Medwid.
Front row: Deputy Mayor Moriaux, Mayor Jacobson, and Councillor Powell*

Starting in 2023 members of Council, the CAO and Senior Staff participated in strategic planning sessions to guide the work of the municipality for the next 5 years.

Council

Mayor Lance Jacobson
Deputy Mayor David Moriaux
Councillor Tracy Boychuk
Councillor Don Bobick
Councillor Corinna Medwid
Councillor Tanya Powell
Councillor Duane Whyte

Senior Staff

CAO Derek Poole
CFO Terry Gnida
Director of Public Works Darren Harvey
Director of Recreation Erin Clouson

So how does this Strategic Plan actually work?



OBJECTIVES

Objectives were made by Council to support our mission.

These are:

1. Provide Sustainable and Reliable Service throughout our Departments
2. Strengthen Regional Partnerships
3. Transparent Governance & Citizen Focused Services
4. Healthy and Connected Community
5. Economic and Cultural Development

Strategic Actions

These are actions/ goals our Town will take to fulfill our objectives. Some of them are more abstract (e.g. Commitment to professional development and retention of staff), while others are concrete tasks/projects (e.g., Start up of Swan Valley Fire Board).

Performance Indicators

This is where the work happens. These are steps taken to help us achieve our Strategic Actions. Successes here mean that we are working towards the fulfillment of our objectives and mission.

Timing/Evaluation

Some of our tasks are in the works right now. Others are in the future. Our five year plan is all about looking ahead, setting priorities, and making plans.

OUR OBJECTIVES

Provide Sustainable and Reliable Service throughout our Departments

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

Strengthen Regional Partnerships

Many services that the town offers are not only used by citizens of Swan River but are shared with neighbours. Therefore, we are striving to work alongside neighbouring Municipalities, First Nations, and the Manitoba Metis Federation. When we share services and increase usership they become much more cost effective. Take for example the Fire Board, when we continually advocate for fair, effective, and affordable agreements where all parties have a say we can find solutions that benefit the entire valley. Other partnership initiatives your municipality is pursuing are Rural Water Agreements, Swan Valley economic development, Valley wide drive against crime, and inter-community lead partnerships in Recreation.

Transparent Governance & Citizen Focused Services

Our commitment to Transparent Governance and Citizen Focused Services is evident in our actions. We prioritize transparency by communicating important municipal information to our citizens and ensuring that information is easy to find and accessible. We are committed to being a relevant government and responsive to the needs of our citizens. Stay tuned for surveys, town halls, and other events to get you more involved in your municipal government.



OUR OBJECTIVES

Healthy and Connected Community

Families and businesses are always looking for a place to plant down roots where there is relative security, safety, and key services for health and wellness. As a civic service it is one of our mandates to provide exactly that. We do this by spearheading healthcare efforts (e.g., doctor recruitment, CT Scanner), providing clean and reliable water and wastewater infrastructure, funding protective services (e.g., Fire Department, RCMP), working together with community stakeholders and the provincial government on the Community Safety and Well Being Plan, and the use of by-laws (e.g., animal control, zoning bylaws, building standards).

Economic and Cultural Development

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

It is not hard to come up with a list of the many natural parks, recreational opportunities, heritage events, rich culture, and potential for adventure that our Valley offers. Collectively, these things represent some of our best resources. 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.



1 Sustain & Reliable Serv.

(345)

Strategic Actions	Performance Indicators	Timing					
		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 .			X			
	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.			X	X	X	X
	Renew utility main in 100 block and 200 block of Centennial Dr N.	X			X		
	Prioritize and right-size capital investments.	X	X	X	X	X	X
	Maintain reserves to avoid costly borrowing.	X	X	X	X	X	X
2. Comprehensive organizational Asset Management Plan (84*)	Form an interdepartmental implementation team.	X					
	Complete Asset Management Plan.			X			
	Have at least one Management Staff per department complete Asset Management training.		X				
3. Pursue cost effective options, solutions, and technologies (81*)	Prepare a full assessment of current IT and network capabilities, network security, future needs, options.		X				
	Establish Town-Employee process for staff to submit innovation ideas.		X				
	Provide \$ for research/investigation for staff on latest technology, software, etc.		X				
	Trial EMF 1000 in partnership with EMFluids to potentially increase the life of our current lagoon.	X					
	Review current methods to determine where efficiencies could be found within operations and product purchasing.			X			
4. Reduce and Reuse actions and incentives (47*)	Complete hand-off of Recycling service to MMSM.		X				
	Provide compost containers to residents that request them.		X				
	Advocate for, promote, and lead by example on environmentally friendly products and procedures to reduce waste and carbon footprint.			X			
5. Commitment to professional development and retention of staff (43*)	Increase memberships to relevant Associations.		X				
	Canadian Union of Public Employees Local 851 & Town partnership - Budget for unionized staff to receive training to advance their skills/prepare for management.				X		
	Train a second utility operator to level 2 certification in water treatment and water distribution.			X			
	Assist in developing staff to further benefit them by creating a development plan.			X			

*Based on Council/Management Survey where all options were rated;
Total Count of Votes: 1096

2 Regional Partnerships

(251*)

Strategic Actions	Performance Indicators	Timing					
		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.				X		
	Promote the benefits of an amalgamated service.		X				
	Negotiate a fair and appropriate agreement.	X	X				
	Complete a list of all Town Assets contributed.	X					
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.		X				
	Partner with First Nations and MMF for the Community Safety and Well Being plan, crime, addictions, treatment, etc.	X	X	X	X	X	X
	Pursue shared investments in infrastructure.	X	X	X	X	X	X
3. Enhance Intergovernmental and intra-provincial relations (42*)	Propose Swan Valley Recreation Board.			X			
	Send council delegate(s) to AMM/FCM events.		X	X	X	X	X
	Demonstrate dedication to the Valley G4 initiative; instituting well-defined procedures and establishing clear policy and terms of reference.	X	X	X	X	X	X
	Ongoing collaboration with MTI personnel regarding upcoming projects and proposed projects for the Town of Swan River.	X	X	X	X	X	X
	Networking and establishing relationship with MLA and MP to lobby for needed funding.	X	X	X	X	X	X
	Proactively explore and pursue available grants to support and fund essential infrastructure projects.	X	X	X	X	X	X
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.	X	X	X	X	X	X
	Provide more inter-department training to enhance joint department response and unification of services.		X				
	Form a Parkland Recreation Practitioners Association to network with other Recreation Directors and organizations in the region.				X		
5. Negotiate in good faith (13*)	Implement an improved program of infographics/statistics/information to assist other parties in understanding.	X	X	X	X	X	X
	Hold workshops and training on negotiation for council members.		X				
	Instill in our negotiations the values of transparency and the sharing of information freely. Have clear Agendas with clear asks.	X	X	X	X	X	X
	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.	X	X	X	X	X	X

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Total Count of Votes: 1096

3 Gov. & Customer Service

(187*)

Strategic Actions	Performance Indicators	Timing					
		2023	2024	2025	2026	2027	2028
1. Increase distribution of information within the organization (52*)	Develop File Archive/Destruction Bylaw.			X			
	Strengthen our internal administrative procedures by using Memos.	X	X	X	X	X	X
	To improve accessibility of information for our citizens, staff, and council, ensuring easy and appropriate access to the necessary information.	X	X	X	X	X	X
	For important discussions or items, direct staff to make written records and send formal letters/emails so that the topic is well documented.	X	X	X	X	X	X
2. Effective use of communication platforms (46*)	Add more social media platforms to our notice procedures.		X				
	Advertise our website's email e-news subscription service.		X				
	Increase the amount of information being posted to the website and social media including snow clearing, waterline flushing notices, and paving notices.		X				
	Ensure accessibility of our communications.	X	X	X	X	X	X
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.	X	X	X	X	X	X
	Pilot a citizen rep to volunteer on each of the major 6 committees.			X			
4. Moving to paperless systems (30*)	Investigate feasibility of Electronic Service Systems for the Utility.			X	X		
	Implement online registration software for recreation programs.		X				
	Explore the possibility of Town Departments using a centralized electronic reporting and inspections database.			X			
	For document filing, establish procedures for staff to keep digital records.	X	X	X	X	X	X
	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.	X	X	X	X	X	X
5. Increase user friendly ability on website (24*)	Enhance our Recreation Facility Booking / Payments online to encompass all recreation services.		X				
	Conduct a specific survey on how residents use our website and gather feedback.		X				
	Hold annual website maintenance: reviewing website accessibility, outdated information, and innovation/improvements.	X	X	X	X	X	X

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4 Healthy & Connected

(182*)

Strategic Actions	Performance Indicators	Timing					
		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.			X			
	Build a CSWB plan alongside the province.	X	X	X			
	Assist with implementation of the Camera Surveillance System.		X				
	Partner with the Chamber of Commerce to purchase a Community Safety Vehicle.	X					
	Put out regular Public Safety advertisements.	X	X	X	X	X	X
	Lobby for federal/provincial funding.	X	X	X	X	X	X
	Develop, improve, and enforce property bylaws.	X	X	X	X	X	X
2. Ensure sufficient health care services in our health care facilities (56*)	Installation of CT Scanner.		X				
	Commitment to continued contributions to Medical Recruitment and Retention Committee.	X	X	X	X	X	X
	Lobby Province to fund needed equipment/recruitment/staffing.	X	X	X	X	X	X
	Secure Airport Funding from the province for airstrip snow clearing for Air Ambulance.		X				
3. Support and promote community events (15*)	Support and enforce a strong Donation/Grant By-Law or Policy.	X					
	Have members of Council attend key community events.	X	X	X	X	X	X
	Use our Social Media and Website to advertise for major events.		X				
4. Promote polite professional interactions with the public and co-workers (14*)	Ensure completion of mandatory customer service training by all front-line staff.		X	X			
	Upkeep Accessibility Plan and implementation.	X	X	X	X	X	X
	Upkeep Policies, Procedures, and Bylaws for staff and the public to ensuring smooth daily interactions and business conduct.	X	X	X	X	X	X
	Management: Promote constructive discussions and a focus on finding solutions.	X	X	X	X	X	X
	Implement, publicize, and champion workplace policies & procedures that foster a respectful environment.	X	X	X	X	X	X
5. Maintain and enhance existing recreational facilities (14*)	Develop a recreation 5-year plan.		X				
	Commit to a functional Arena Venue.				X		
	Grants/Support for community volunteer agencies (hiking trails, skiing, quadding, etc.).	X	X	X	X	X	X
	Install new playground units received from grant programs.		X				
	Maintain or increase reserves to pay for costly repairs of existing assets.	X	X	X	X	X	X
	Increase user fees annually to avoid tax overburden.	X	X	X	X	X	X
6. Engaging with our partners (7*)	Meet regularly with CSWB partners.	X	X	X	X	X	X
	Meet bi-annually - Age Friendly Manitoba.	X	X	X	X	X	X
	Support non-profit/non-monetary initiatives of our partners and service providers.	X	X	X	X	X	X

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Total Count of Votes: 1096

5 Economic & Cultural

(131*)

Strategic Actions	Performance Indicators	Timing					
		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.				X		
	Consider extending/expanding Town of Swan River's existing plan.		X				
	Survey applicants / developers for their views on plan.		X				
2. Complete an immigration Strategic Plan (28*)	Work with Community, Immigration Services, and RMED.	X	X	X	X	X	X
	Promote Town as a welcoming place to live.	X	X	X	X	X	X
3. Increase and detail community input through survey (22*)	Find Community wants/ideas through Survey.	X	X	X	X	X	X
	Recreation - Distribute a needs assessment survey in conjunction with fall registration to determine future programming.	X	X	X	X	X	X
	Implement an effective means for residents to suggest ideas or give the Town Feedback.		X				
4. Organization and connection of social services within region (20*)	Enhance Swan Valley Economic Development connection through RMED/Roblin/Dauphin/Neepawa.				X		
	Lobby province for more funding for social services.	X	X	X	X	X	X
	Support local recreation, social service groups, and cultural groups through grants.	X	X	X	X	X	X
5. Implement statistics finding measures (9*)	Through partners like RISE/RMED, collect valley-wide data and keep available.		X				
	Continue tracking water breaks as part of our assessment ranking in determining the order of utility renewals.	X	X	X	X	X	X
	Track response and other data to assist with decision making using factual information and future planning.		X				
	Monitor building permits and tax assessments.	X	X	X	X	X	X

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