



Rural Municipality of Taché

STRATEGIC PLAN

2020-2022



CENTRE
of/du
CANADA

Canada's Heart Beats
Manitoba
Bat le Cœur du Canada

96° 48' 35"
Longitudinal Centre of Canada
Centre Longitudinal du Canada



RMTACHE.CA





Rural Municipality of Taché

STRATEGIC PLAN

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INTRODUCTION

This strategic plan sets out clear goals to help the RM of Taché build on its strengths and success to achieve its vision.

The plan includes strategies to maintain strong community connections and support the wellbeing, comfort and safety of residents, now and in the future.

In Fall 2019 Council and senior management came together for a two-day strategic planning retreat facilitated by Blueprint Inc.

On the first day Council worked together to arrive at consensus on a clear vision, values and goals for the municipality. Council was joined by senior managers on the second day to focus on the details of how to achieve them. The results of this collaborative planning process are documented here.

Council Participants:

Mayor Justin Bohemier
Armand Poirier
Jacques Trudeau
Alison Fox
Bill Heather
George McGregor
Natashia Lapeire
Steven Stein

Administration Participants:

Christine Hutlet, CAO
Pete Skjaerlund, Utilities/Solid Waste Manager
Jeanette Laramee, Assistant CAO
Andy Brandt, Public Works Manager
Lisa Woods, Rec Manager
Allan Rau, Fire Chief
Ellen Enns, Planning Officer

The mandate of the RM of Taché is set out in legislation per The Municipal Act of Manitoba. The mandate of the RM is to provide good government; provide services, facilities or other things that, in the opinion of the council of the municipality, are necessary or desirable for all or a part of the municipality and to develop and maintain a safe and viable community.





KEY FACTORS SHAPING THIS PLAN

Feedback from residents received through previous consultations and surveys were carefully considered and information was gathered from both staff and council to ensure a thorough understanding of the context for strategic planning. Key factors identified by members of Council are identified below. These themes are central to the strategies in this plan.



Balance residential development with small town feel.

Without serviced industrial land and with a limited number of businesses due to the RM's proximity to Winnipeg, we aren't able to aggressively diversify our tax base, so strong diverse residential development remains a priority to keep taxes reasonable for all. At the same time, development must be balanced with maintaining the "small town feel" in our communities.



Recreational, social, commercial development.

Citizens have told us they want access to more social, lifestyle, business and medical services. It's important for the RM to encourage and support opportunities for these services to locate in our communities when possible.



Financial strength.

Fiscal prudence over a number of years has put the RM in a solid financial position. Moving forward there's an opportunity to keep financials strong, balanced with investment.



Balance between taxes and service levels.

RM residents expect a high level of service, and the RM aims to deliver. (For example, the RM of Taché's snow clearing service is one of the most comprehensive in the province.) However, service levels must continue to be balanced with reasonable tax levels for residents.



Weather and climate unpredictability.

The RM of Taché is a large, successful agricultural community. Climate will continue to have significant potential impacts on our success.



VISION

The municipality is committed to developing strong community connections and supporting the wellbeing, comfort and safety of our residents, now and in the future.

VALUES

INCLUSIVE

We consider the good of the RM as a whole in our work and strive to ensure diverse residents and communities in the RM co-exist harmoniously.

INNOVATIVE

We seek out and are open to new ideas and put them in action.

COMMUNITY SUSTAINABILITY AND WELLBEING

We care about the sustainability and wellbeing of our residents and communities now and in the future.

COMMUNICATION AND OPENNESS

We value open, two-way communication with residents, partners, other levels of government to understand opportunities, concerns and work together.



CORE STRATEGIES

GOALS

1

FINANCIAL RESPONSIBILITY

Balance an investment in services with financial foresight and prudence.

2

COMPREHENSIVE PLAN FOR CORE SERVICES

Establish and communicate priorities and a plan for roads, emergency protection, drainage and waste collection throughout the RM.

3

PROACTIVE, TARGETED AND INTEGRATED SUSTAINABLE GROWTH

Proactively plan to ensure residential and commercial growth in the RM is sustainable and integrated with transportation and servicing plans.

4

ANTICIPATE FUTURE NEEDS IN HOUSING AND SERVICES

Advance options for housing, social amenities and lifestyle opportunities to prepare for the future needs of our changing population.

5

CENTRE OF CANADA

Increase tourism recognition and value of "Centre of Canada" designation to the RM.



Review and assess core services and finances to find efficiencies.



Steady, incremental revenue and tax increases to maintain current levels of service and investment.



Proactive planning for development and services to enable sustainable growth, increase in tax base and prepare for future needs of our changing population.



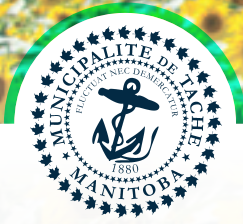
Collaborate regionally to share the cost and benefit of programs, servicing, resources and investment.



Enhance the profile and service capacity of Center of Canada site.



Communicate and engage staff, residents and partners to help achieve our goals.



GOAL 1

FINANCIAL RESPONSIBILITY

The RM will balance an investment in services with financial foresight and prudence.

Council must balance an investment in core municipal services that respond to citizens' needs with responsible spending that will ensure financial sustainability of the RM's operations in the longer term. This is a challenging task. Taché does not have a large business or commercial tax base, which typically generate more assessment than residential and agricultural lands which dominate the RM. At the same time, many of the provincial grants and supports available to municipalities have been reduced, and maintenance and operation costs for municipal and community buildings continue to grow.

To address these issues the RM must continue to act with financial prudence. In the short term, the RM will review delivery of core services for efficiencies, explore collaborative approaches to investment, and ensure that annual property tax increases are predictable and tied to important priorities, while working on plans and investments that will enable a larger, more diversified tax base in the future.

HOW WE'LL MEASURE PROGRESS:

Maintain core services and ability to set aside surplus within current revenues, measured annually.

STRATEGIES TO ACHIEVE THIS GOAL:



Review and assess core services and finances to find efficiencies.



Steady, incremental revenue and tax increases to maintain current levels of service and investment.



Proactive planning for development and services to enable sustainable growth, increase in tax base and prepare for future needs of our changing population.



GOAL 2

COMPREHENSIVE PLAN FOR CORE SERVICES

The RM will establish and communicate priorities and a plan for roads, emergency protection, drainage and waste collection throughout the RM.

The RM of Taché covers a large geographic area, with different levels and types of traffic, drainage and land use throughout. The needs and expectations of residents for basic services also varies.

At the same time, costs for delivery basic services like roads, emergency services, drainage and waste collection are increasing. This is driven in part by a need to update roads and ditches that were built decades ago, when there was less traffic use and when the impacts of changing climate on our infrastructure needs wasn't as well understood. In order to avoid large, unsustainable property tax increases to meet residents' expectations for services, we must examine and deliver core services differently, communicating with residents through this process to establish priorities, and seek out efficiencies and collaborative approaches.

HOW WE'LL MEASURE PROGRESS:

- Overall decrease in reactive community requests.
- Increase in proactive communication on core services.

STRATEGIES TO ACHIEVE THIS GOAL:



Review and assess core services and finances to find efficiencies.



Communicate and engage staff, residents and partners to help achieve our goals.





GOAL 3

PROACTIVE, TARGETED AND INTEGRATED SUSTAINABLE GROWTH

The RM will establish a proactive plan to ensure residential and commercial growth in the RM is sustainable and integrated with transportation and services.

As the metro region of Winnipeg is slated to grow to 1 million people, the RM of Taché will continue to experience growth pressure. When rapid growth isn't pre-planned it becomes chaotic and unsustainable, increasing costs to service new development now and in the future.

The RM must harness growth in a way that benefits our communities, the municipality and the region. The RM of Taché needs coordinated and proactive plans to attract the right kind of development, not just any development, to our municipality, ensuring every development proposal that is considered is integrated into broader planning that looks at connections and access, cohesion with area plans and servicing.

HOW WE'LL MEASURE PROGRESS:

- Gaps in community economic development are identified.
- Decrease in the ratio of secondary plans needed vs. complete.
- Engagement with regional partners, province.

STRATEGIES TO ACHIEVE THIS GOAL:

-  Proactive planning for development and services to enable sustainable growth, increase in tax base and prepare for future needs of our changing population.
-  Communicate and engage staff, residents and partners to help achieve our goals.





GOAL 4

ANTICIPATE FUTURE NEEDS IN HOUSING AND SERVICES

The RM will advance options for housing, social amenities and lifestyle opportunities to prepare for future needs of our changing population.

The municipality's core focus is on strong community roots and supporting the wellbeing, comfort and safety of our residents, now and in the future. As our population evolves over time to include more people of all ages and diverse experiences and interests, the municipality wants to ensure housing options, community amenities and opportunities for wellbeing and connection evolve and respond accordingly. This will be critical to ensuring new and current residents continue to establish deep roots in the RM of Taché.

HOW WE'LL MEASURE PROGRESS:
Increase in planned affordable housing units.
Gaps in services, recreation identified.

- STRATEGIES TO ACHIEVE THIS GOAL:**
-  Proactive planning for development and services to enable sustainable growth, increase in tax base and prepare for future needs of our changing population.
 -  Enhance the profile and service capacity of Center of Canada site.
 -  Communicate and engage staff, residents and partners to help achieve our goals.





GOAL 5

CENTRE OF CANADA

Increase tourism recognition and value of 'Center of Canada' designation to RM.

The "Center of Canada" Park site is located along Highway 1 – it is a unique designation and destination for the RM of Taché, but it lacks the basic servicing required for typical tourism destinations – water, electricity, etc – and the site itself isn't immediately adjacent to other amenities or services in the RM.

In the near term, the RM of Taché has an opportunity to leverage this unique designation to increase awareness of the RM, particularly capitalizing on peak season traffic to pilot profile-building initiatives, while exploring costs and feasibility of establishing basic services on the site to further enhance its potential as a tourism stop.

HOW WE'LL MEASURE PROGRESS:

Increase awareness and public interest in the site.

STRATEGIES TO ACHIEVE THIS GOAL:



Collaborate regionally to share the cost and benefit of programs, servicing, resources and investment.



Enhance the profile and service capacity of Center of Canada site.





PUTTING THIS DOCUMENT TO WORK

A commitment to the following implementation measures will ensure this strategic plan is an effective and responsive guide for the municipality's decision-making and actions.

Embracing these best practices will support awareness, understanding and buy-in of the plan's strategies and goals, in turn increasing the likelihood that the RM of Taché will successfully achieve the objectives set out in this document.

The RM of Taché is committed to these best practices for implementation of the strategic plan:

- **Communicating the plan internally:**
Presenting the plan to staff, conveying a commitment to report on ongoing progress, and discussing the practical ways that staff can play a meaningful role in helping the municipality meet its goals.
- **Establishing internal benchmarks and responsibilities:**
For each strategy identified in the plan, a set of internal steps will need to be identified and assigned as part of annual planning to ensure progress is achieved. Departments and staff will be engaged in action planning and have a clear understanding about what their role is with respect to implementation, accountability for achieving targets, and the development of internal timelines.
- **Reporting on progress and documenting outcomes:**
The management team, through the CAO, will keep Council apprised of implementation progress at regular intervals, including progress made against the goals and targets identified in the plan.
- **Ongoing resident, partner and stakeholder engagement:**
Residents, stakeholders and partners will also be kept apprised of progress on implementation. The municipality will also ensure that stakeholders are given an opportunity to continue to offer input and feedback for the municipality's future consideration.
- **Annual review:**
The municipality will undertake a structured annual review of its progress, the outcome of which will help inform the development of the following year's action plan, and any shifts in strategy that may be required.



APPENDIX A

STRATEGIC PLAN TERMS AND DEFINITIONS

This document is structured according to the following components:

VISION

The “preferred future” for the municipality.

MANDATE

The purpose, or mission of the RM, as determined by legislation.

VALUES

Guiding principles for how the municipality functions.

GOALS

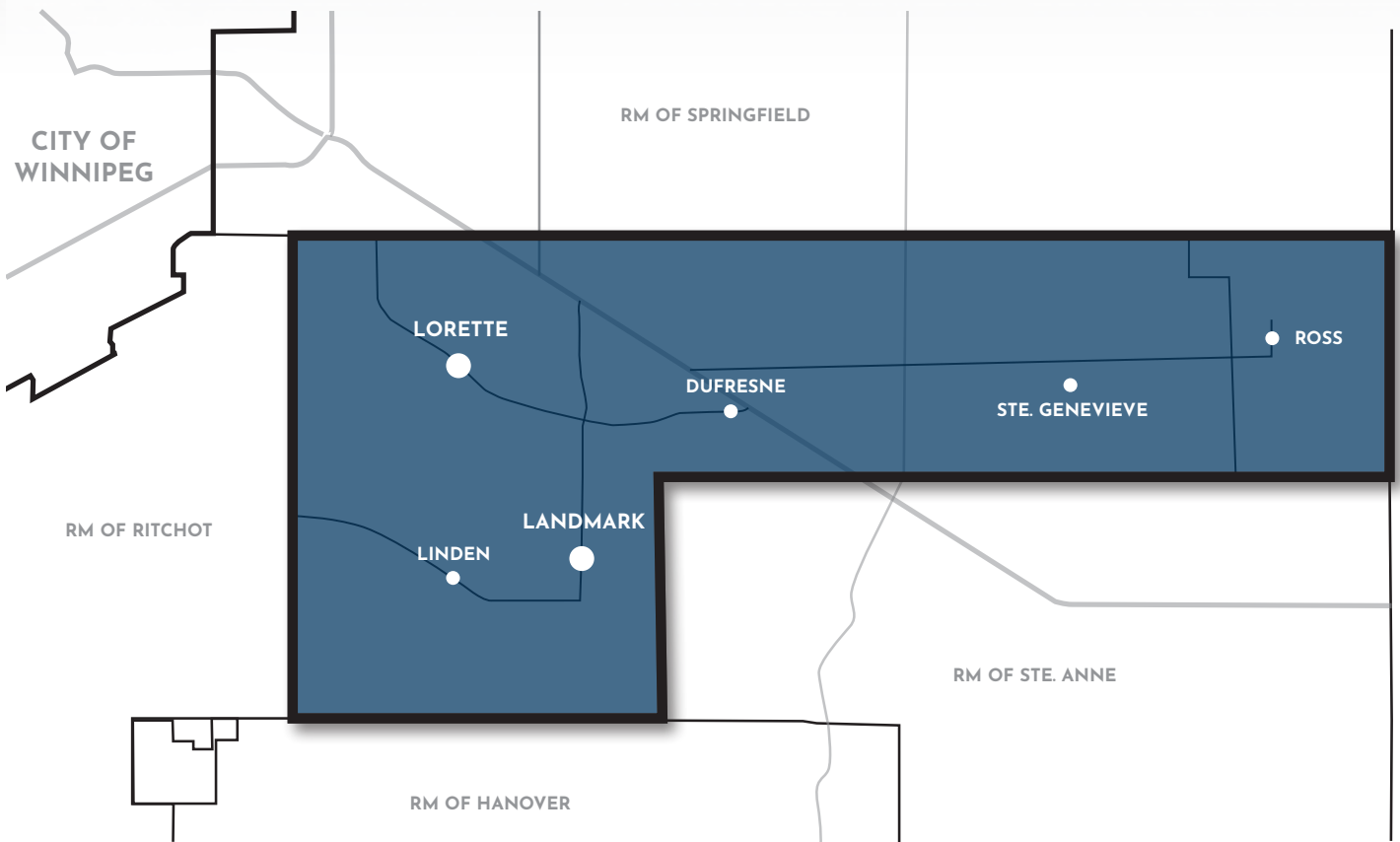
Broad aims that define accomplishment over Council’s term related to the vision.

SMART OBJECTIVES

Meaningful measures of desired outcomes for each goal that are specific, measurable, agreed upon, realistic and time-bound. Progress against these measures help gauge the effectiveness of strategies in the plan.

STRATEGIES

Areas of focus that, over time, will help the municipality achieve its goals, control factors critical to success, and overcome key barriers.







Rural Municipality of Taché

LIVE, WORK AND RAISE A FAMILY

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