

# Rural Municipality of St. Andrews



## 2020 STRATEGIC PLANNING REPORT

*January 7, 2020*

Prepared by  
Ernie Epp of



# TABLE OF CONTENTS

## Contents

Introduction _____	1
Demographics _____	4
Mission Statement _____	5
Vision Statement _____	6
Corporate Values _____	7
Responses from Participants in Advance of the Session _____	8
2019 Items for Consideration _____	9
Review and Discussion of Items _____	11
Strategic Directions _____	12

---

# INTRODUCTION

## Introduction

The 2019 Strategic Planning Session for the Rural Municipality of St. Andrews was held in Clandeboye, Manitoba on December 11, 2019. It was facilitated by Ernie Epp of Way To Go Consulting Inc.

The following individuals participated in the session:

Joy Sul, Mayor

John Pruen, Deputy Mayor

Russ Garvie, Councillor

Kristin Hoebee, Councillor

Laurie Hunt, Councillor

Darryl Pohl, Councillor

Matthew Prychun, Councillor

Deb Murphy, Acting Chief Administrative Officer

Teresa Howell, Recreation Director

Ron Hahlweg, Manager of Public Works

Tim Scammell, Financial Controller

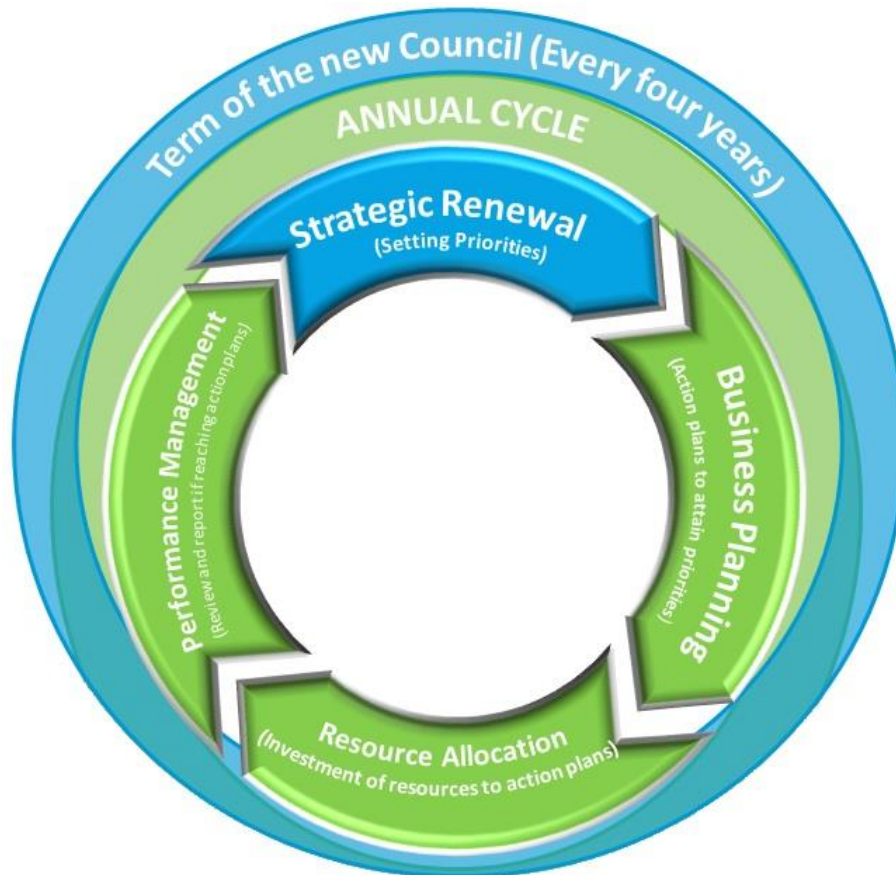
Jessica Ferris, Planning and Development Project Coordinator

To begin the strategic planning process, an introduction was made as to the merit of the process and value of the document that will result. Two graphics were used, the first to outline the cycle of strategic planning, and the second to show how interconnected it is to annual financial planning.

# Strategic Planning Cycle



## Strategic Planning Connection to Financial Planning



Strategic Renewal – Developing a strategic vision which may involve public and staff input, setting of priorities.

Business Planning – action plans to attain priorities, aligning and prioritizing strategic goals & initiatives with vision

Resource Allocation – investment of resources to action plans, aligning departmental business plans with the strategic plan

Performance Measurement – review and report on attainment of strategies, measuring and reporting the results

# DEMOGRAPHICS

## Demographics

A chart comparing certain demographics was reviewed as additional background information, and is included here.

Demographic Comparison			
Item	St. Andrews	Region	Manitoba
Population	11913	49086	1278365
Growth last census	0.3%	4.7%	5.8%
0 to 14	15.7%	15.9%	19.1%
15 to 64	68.9%	66.2%	65.4%
65 plus	15.5%	17.9%	15.6%
85 plus (incl. in 65 plus above)	0.7%	1.9%	2.3%
Average age	42.0	42.6	39.2
Median age	45.5	45.7	38.3
Population per dwelling	2.7	2.6	2.5
Income per household (median)	\$ 93,999	\$ 88,680	\$ 68,147
Bachelor's degree or higher	12.5%	13.1%	15.7%

Data is from the 2016 Canada Census.

# MISSION STATEMENT

## Mission Statement

The Mission Statement describes the organization's reason for being. It is a short statement that captures the essence of what the organization's core purpose is.

The group reviewed St. Andrews' existing Mission Statement and confirmed it still clearly outlined the Municipality's purpose.

**The Mission Statement of the Rural Municipality of St. Andrews is:**

*The Rural Municipality of St. Andrews, through good governance, shall provide services to its citizens using effective management of personnel and financial resources. The Municipality strives to provide the best facilities and programs within the parameters of fiscal responsibility, to promote growth, health, safety and quality of life.*

# VISION STATEMENT

## Vision Statement

The Vision Statement represents what Council believes the citizens want the community to be like in the future. It outlines where you are headed, where the Municipality will be 5 to 10 years from now.

The Municipality's Vision Statement was also reviewed and revised to create the following.

### **The Vision Statement of the Rural Municipality of St. Andrews**

*St. Andrews is a proud, proactive, progressive Municipality committed to continual improvement through the provision of services while enhancing opportunities and the quality of life for all in our community of communities.*



## Corporate Values

The purpose of corporate values is to reflect the core ideology of an organization, the deeply held values that do not change over time. They provide the answer to the question "How do we carry out our mission?" Corporate values are what the organization lives and breathes.

A list of core values will be finalized, and a brief description of those chosen will be determined as follow up to the session.

# RESPONSES FROM PARTICIPANTS IN ADVANCE OF THE SESSION

## Responses from Participants in Advance of the Session

One of the first steps in strategic planning is for participants to provide feedback on each person's perspective of the community. Rather than consume a significant portion of the time together to generate this information, participants were sent a series of questions in advance of the session. The responses were compiled in to one document and forwarded back to the participants prior to the session.

# 2019 ITEMS FOR CONSIDERATION

## 2019 Items for Consideration

Opportunity was provided to review the compiled responses list and allow those attending to present views and explanations regarding individual items within the list. This was done in a “CAP” format, where individuals were offered the opportunity to “Comment” on those items considered most significant, “Ask” about those items where further explanation would be appreciated, and finally “Prioritize” the top five items each person considered necessary.

Following the above process, each participating member of Council was asked to identify his or her top three items and place them on cards. Staff members were each provided two cards. These were then placed on the wall. The list consisted of the following responses.

- Affordability and predictable
- Anticipate future needs
- Asset management plan
- Comprehensive plan for roads and drainage
- Communications
- Concept plan
- Diverse and affordable housing
- Drainage master plan
- Drainage concerns
- Economic development plan
- Growth plan
- Need for updated comprehensive drainage plan
- Organizational efficiency
- Preparing for future growth
- Recreation opportunities for our kids including a new facility
- Recreation plan
- Regain public trust
- Seniors affordable housing
- Stronger internal controls
- Solid plan for measuring
- Updated and improved infrastructure
- Water and sewer
- 55 plus housing

## 2019 ITEMS FOR CONSIDERATION

Items which had significant similarities were then grouped together, providing the following list of potential strategies.

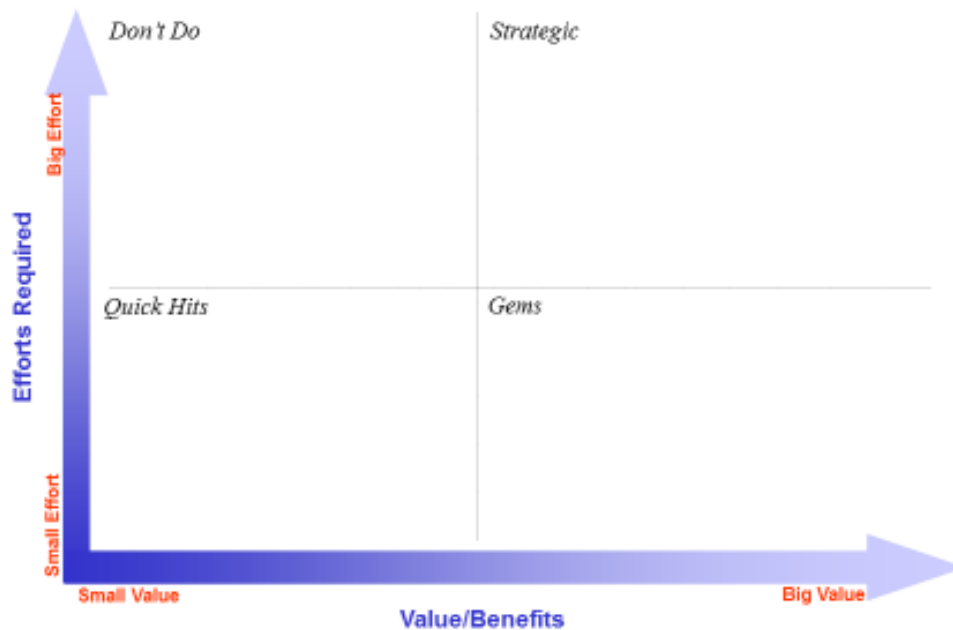
- **Diverse and affordable housing**
- **Drainage master plan**
- **Economic development plan**
- **Growth plan**
- **Organizational efficiency**
- **Recreation plan**

# REVIEW AND DISCUSSION OF ITEMS

## Review and Discussion of Items

In order to fully understand the items listed above, the group reviewed the submitted comments for each item. The writers were asked to expand on the submitted comments, which led to a discussion on each item. This helped to clarify what level of importance each item had as well as the amount of energy each would require. Items were then placed into the following value graph based on a combination of efforts required and value/benefit gained.

### Value Graph



The potential strategy Diverse and Affordable Housing was considered a Gem as this can be identified with future developers.

All other items in the list of potential strategies were considered strategic and seen as important to include in the new strategic plan.

# STRATEGIC DIRECTIONS

## Strategic Directions

The strategic directions agreed upon, based on where the group saw the issues in the Values Graph, are outlined below.

1. Creation of a Surface Water Management Plan

There are three phases to this strategy. First will be the collection of all data in order to know the current situation regarding drainage. Second will be analyzing the data to determine the best approach. Third will be development of a work plan to address areas which require action to be taken.

2. Economic Development Plan

St. Andrews Airport, tourism, entrepreneurship, along with regional and other partnerships will be actioned to generate economic development in the Municipality.

3. Growth Plan

Recognizing the opportunities the wastewater system provides for further growth, work will be undertaken to ensure the Municipality is ready when applications come forward. This same planning for growth will be extended to the entire Municipality. The plan is to encourage growth of 1.5% per year in population.

4. Organizational Efficiency

Initially, customer feedback will be obtained in order to determine which areas to focus on first. It is expected the use of key performance indexes, benchmarking and others will be used to measure operations. Other significant areas including communication, file management, policies and procedures, and asset management will be focused on.

5. Recreation Plan

A recreation master plan will be initiated. It is recognized further programming and facilities will be required as population growth occurs.

A matrix for each strategic direction was initiated. These will be finalized and presented to Council for approval and action.