



RURAL
MUNICIPALITY OF
LAC DU BONNET

**STRATEGIC
PLAN**

2023-2026

ADOPTED
MAY 2023

LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

CONTENTS

Forward	3
About the Rural Municipality	4
Strategic Planning Roles	6
Council Roles	6
Administration Roles	6
Municipal Purposes	7
Vision & Values.....	7
Vision Statement (Local Area)	7
Vision Statement (Organization)	7
Value Statements	8
Mission & Core Functions.....	8
Mission Statement.....	8
Core Functions.....	9
Priorities	10
Goals & Strategies	11

LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

FORWARD

It is my pleasure, on behalf the Rural Municipality of Lac du Bonnet Council, to present the **2023-2026 Municipal Strategic Plan**. This plan is a living document and a blueprint for what we intend to achieve in service to our community in the coming years.

The Strategic Plan represents the shared vision our Council and Administration have for the future of our municipality. This plan focuses on the exploration of new and innovative projects, programs, and methods of service delivery to enhance the quality of life for our region’s ratepayers and visitors. Additionally, this plan addresses the importance of continuously improving our high quality of public services, while maintaining and improving fiscal accountability.

The strategic plan for the Rural Municipality of Lac du Bonnet is the result of countless hours of consultation, and the thoughtful exchange of ideas between members of council and municipal staff. A special thanks to Community Futures Winnipeg River for their assistance and guidance through this important process and assisting the Rural Municipality of Lac Du Bonnet in setting the course for the future.

This is an exciting time to “Live Lac du Bonnet”!

On Behalf of Council and Staff,

Loren Schinkel

Reeve, Rural Municipality of Lac du Bonnet



LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

ABOUT THE RURAL MUNICIPALITY

The Rural Municipality of Lac du Bonnet is situated a short scenic drive northeast of Winnipeg, where prairie farmland in the west meets the boreal forest and granite outcropping of the Canadian Shield in the east.

Ideally situated between Nopiming Provincial Park and Whiteshell Provincial Park, the Rural Municipality of Lac du Bonnet encompasses nearly 1100 square kilometers of land and shares borders with the Rural Municipalities of Brokenhead and St.

Clements to the west; the Rural Municipalities of Reynolds, Whitemouth and Local Government District of Pinawa to the south; and the Rural Municipality of Alexander to the north. The scenic waters of the Winnipeg River and its tributaries flow through the region, making it a magnet for outdoor enthusiasts and extremely attractive to residents and visitors of all ages.

In 2017, we celebrated “100 Years of Community” and our history is indeed rich and diverse. Regardless of era, the Rural Municipality of Lac du Bonnet has continually acted as a key partner in the region’s economic success and growth. The Rural Municipality first bloomed as a result of the area’s earliest economic activity — the fur trade — but soon soared into the future.

Always a leader in the region for growth and innovation, the Rural Municipality of Lac du Bonnet entered the “air age” in summer 1922 — a mere 13 years after the first powered flight in Manitoba. It did not take long for the Rural Municipality to emerge as an important aviation centre: first as a base for regional air surveys undertaken by the civil government air operations branch of the dominion government, then as a service hub for mining exploration and development, and still later as base for air services to northern and remote communities.



LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

Lac du Bonnet, which now combines land and floatplane services, is still a strong aviation presence in the region. However, aviation is far from the only important economic industry.

Agriculture is a staple industry in the western portion of the Rural Municipality, while hydroelectric generation, mining, and tourism are also major elements of the successful local economy.

Over the past 40 years, the Rural Municipality of Lac du Bonnet has experienced exceptional growth in land development. The Rural Municipality's proximity to the Winnipeg and Lee Rivers — and our proximity to the provincial capital, approximately an hour's drive away— have made it a prime destination for and haven to full-time and seasonal residents alike.

The Rural Municipality of Lac du Bonnet is home to more than 3,500 permanent residents who take pride in the region and from whom the Rural Municipality draws great strength. In the summer, due to the Rural Municipality's desirable location and genuine community feel, the population swells in excess of 8,000 as cottagers and campers take up residence to relax and enjoy recreation, the natural beauty, cultural events, and connection to our history. It's no wonder the Rural Municipality is so well-known as a "Four Seasons Playground."

The Rural Municipality of Lac du Bonnet provides an infinite number of possibilities for adventure — it is one of Manitoba's hottest fishing destinations, home of Manitoba's best Canada Day celebrations and fireworks show, hosts an annual award-winning music festival in the summer, and throws the largest charitable ice fishing derby in Manitoba in the winter. The Rural Municipality is an active community that offers unlimited opportunity, no matter who you are.



LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

STRATEGIC PLANNING ROLES

Council Roles

RM of Lac du Bonnet Council is responsible for the governance of the municipality by setting policy and determining the priorities for services, programs and infrastructure. Council balances the needs and expectations of residents in a financially responsible manner and is accountable to the community. Specific to the strategic plan, Council's roles are to:

- Set policies that align with the strategic plan;
- Ensure appropriate resources are provided to achieve Council's goals and strategies;
- Review progress and performance to track the success of the plan; and
- Review the strategic direction on a regular basis and ensure that the plan is responding to pressures in the local, regional, and global environment.

Administration Roles

RM of Lac du Bonnet Administration is responsible for implementing the strategic direction of Council through solid business planning, resource management and service provision. Specific to the strategic plan, Administration's roles are to:

- Ensure current services and programs align with the strategic plan;
- Implement and maintain the service standards set by Council;
- Ensure the efficient use of Rural Municipality resources; and
- Develop and maintain administrative systems and processes, such as annual and long-term budgeting that support the implementation of the plan.

LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

MUNICIPAL PURPOSES

According to the **Municipal Act**, the purposes of a municipality are:

- (a) To provide good government
- (b) To 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
- (c) To develop and maintain safe and viable communities

VISION & VALUES

Vision Statement (Local Area)

The Rural Municipality of Lac du Bonnet captivates residents and visitors with a highly desired lifestyle and positive image. People know that to **LIVE LAC DU BONNET** means natural beauty; peaceful surroundings; friendly people; rich history; and expansive social, economic, and culturally diverse opportunities. Lac du Bonnet is an outdoor mecca that provides a safe rural lifestyle with easy access to both local and urban services, businesses, and amenities.



Vision Statement (Organization)

Our residents, visitors and businesses are at the core of our local government. We work collaboratively, combining our strengths to continually evolve and meet the changing needs of our diverse community. We are a trusted leader in progressive, responsible governance and an employer of opportunity.

LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

Value Statements

The following values describe our leadership principles and guide our decision making, relationships and service to our community:

- P**ride and passion of community
- E**thics, respect, and integrity
- O**pen, accountable governance and communications
- P**roductive and professional environment
- L**eadership, teamwork, and collaboration
- E**nvironmental sustainability

MISSION & CORE FUNCTIONS

Mission Statement

The Rural Municipality of Lac du Bonnet serves the community, with the community.

Proactive governance and leadership enhance local growth, quality living and healthy partnerships.

Quality municipal services meet diverse and emerging needs, ensuring we have a safe, viable place to prosper and enjoy life.

LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

Core Functions



The Rural Municipality of Lac du Bonnet is responsible for the following municipal services:

- **General Government Services**
Council operations, strategic direction, capital planning, by-laws, policies, public communications, administration, and regional collaboration
- **Fiscal Services**
Financial management and accountability, taxation, and capital expenditures
- **Protective Services**
Fire services, police services, emergency measures, and by-law enforcement
- **Transportation Services**
Roads, trails, drainage, signage, boat launches, and water sheds
- **Public Utilities**
Infrastructure and services related to water and sewer
- **Environmental Health Services**
Waste management, waste water, and recycling
- **Environmental Development Services**
Land use and development, zoning, public reserves, building permits and inspections
- **Economic Development Services**
Business attraction and retention, infrastructure and development support, tourism, local marketing, and regional airport
- **Recreation & Cultural Services**
Social programs, services, events, facilities, parks, and green space
- **Public Health and Welfare**
Supporting regional health and social programs, and cemeteries

LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

PRIORITIES

Priorities reflect the important issues, opportunities, and key focus areas, that when addressed, will allow the organization to flourish. Priorities are the things that matter most, and are additional to the day-to-day operations. They represent specific areas in which the organization must focus energy to succeed. **Priorities are not listed in order of importance as the numbers act as reference points.**

From 2023-2026, the Rural Municipality of Lac du Bonnet will strategically focus efforts to achieve positive results around the following four priorities:

1

Governance & Administrative Excellence

Ensuring consistent decision making, organizational practices, and communications that reflect resident needs, align with the strategic direction of the Rural Municipality, and provide quality municipal services. Focusing on staff empowerment and development - being an employer of opportunity. Increasing public engagement to work with our community.

2

Infrastructure & Equipment Enhancements

Maintaining and enhancing the assets and investments of the Rural Municipality, allowing us to meet residential and commercial needs and encourage area growth and sustainability.

3

Community Economic Development & Growth

Achieving local sustainability through a balance of residential and commercial growth. This includes making strategic infrastructure investments to be a central hub for industry; focusing on sectors with growth potential; and providing high quality living/services for new and existing residents and visitors to

LIVE LAC DU BONNET.

4

Regional Initiatives & Collaborations

Addressing mutual issues and opportunities with other communities/partners where it makes strong business sense to combine money, time, knowledge, and other resources to achieve the desired outcomes.

LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

GOALS & STRATEGIES

Goals are broad statements that describe outcomes the organization wants to accomplish. Goals stem from the mission and vision and can be long-term, short-term, or medium-term in nature. There are four types of goals – time-based; performance based; qualitative or quantitative; and outcome or process based.

Strategies are the methods or directions the organization will embark on to help reach the desired goals. It usually takes various strategies to reach a single goal.

Goals and strategies (methods and directions) have been documented for each of the four priorities as a result of information gathered and planning discussions. The goals and strategies support the mission and core functions of the organization. ***Further goals and strategies will be added to the Strategic Plan as they are identified. The goals and strategies will be reviewed each year while selecting annual projects/activities and budget items.***



STRATEGIC PRIORITY #1 GOVERNANCE & ADMINISTRATIVE EXCELLENCE

Ensuring consistent decision making, organizational practices, and communications that reflect resident needs, align with the strategic direction of the Rural Municipality, and provide quality municipal services. Focusing on staff empowerment and development - being an employer of opportunity. Increasing public engagement to work with our community.

Goal 1.1: Rural Municipality of Lac du Bonnet provides reliable local leadership that is responsive to community needs and proactive for future area growth.

LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

Strategies:

- ❑ 1.1.1 Increase citizen engagement to gain more insight into community needs, and to help council in making informed decisions.
- ❑ 1.1.2 Define and implement a process to effectively identify and respond to the diverse existing and future community needs in a timely manner.
- ❑ 1.1.3 Ensure that accountable, effective, and inclusive decision making, governance practices, and financial processes are in place and consistently followed.
- ❑ 1.1.4 Address recommendations in the 2014-2019 Forensic Audit.
- ❑ 1.1.5 Continually review and update municipal bylaws, policies, and plans.

Goal 1.2: Rural Municipality of Lac du Bonnet provides quality services to all residents that are delivered in a professional, fiscally responsible manner.

Strategies:

- ❑ 1.2.1 Ensure accountable, effective, and inclusive administrative practices are in place and consistently followed for effective day to day operations.
- ❑ 1.2.2 Ensure the municipality is effectively resourced and has plans in place to ensure the provision of core services and infrastructure to residents.
- ❑ 1.2.3 Continually review and seek ways to improve municipal efficiencies and service levels to best meet the needs of our community members.
- ❑ 1.2.4 Continually inform the public about municipal projects, services and relevant news and seek input where beneficial.
- ❑ 1.2.5 Encourage and resource staff training and professional development opportunities that ensure each employee is provided with the knowledge, skills and technical understanding to succeed.
- ❑ 1.2.6 Uphold a high standard for professional conduct and respectful communication in the workplace and when dealing with the public.

LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

Goal 1.3: Rural Municipality of Lac du Bonnet fosters an organizational culture that is positive, supportive, and based on teamwork.

Strategies:

- ❑ 1.3.1 Foster an organizational environment where everyone is invested in making the municipality better and where safe, open dialogue/idea sharing continually takes place.
- ❑ 1.3.2 Create a visionary and proactive organizational outlook that is focused on future growth and success in the local area.
- ❑ 1.3.3 Ensure that all staff and council members understand the organizational values and are using them to guide decisions and behaviours.
- ❑ 1.3.4 Ensure that all staff and council understand the various roles within the organization and work effectively within their areas of responsibility.
- ❑ 1.3.5 Create opportunities and communication strategies that foster teamwork and effective internal communications.
- ❑ 1.3.6 Improve communications and working relationships with neighboring municipalities, other levels of governments and partner agencies.
- ❑ 1.3.7 Attract and hire highly qualified people to fill staff positions by offering competitive salaries/benefits and providing flexibility (where possible) to meet needs of employees.
- ❑ 1.3.8 Ensure hiring and orientation practices/documentation are kept current for effective onboarding of new staff and council members.
- ❑ 1.3.9 Provide positive and supportive employment opportunities where staff feel empowered and are involved in decision making.

LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

2

STRATEGIC PRIORITY #2 INFRASTRUCTURE & EQUIPMENT ENHANCEMENTS

Maintaining and enhancing the assets and investments of the Rural Municipality, allowing us to meet residential and commercial needs and to encourage area growth and sustainability.

Goal 2.1: Improve processes to continually assess municipal infrastructure and equipment and use this system to plan for repairs and replacements.

Strategies:

- 2.1.1 Encourage development and maintenance on existing Rural Municipality infrastructure to expand lifecycle and capacity.
- 2.1.2 Provide a level of infrastructure that is affordable, safe, and sustainable.
- 2.1.3 Focus operational processes on continuous improvement, cost efficiency, technological advancement, and partnerships.
- 2.1.4 Develop strong working relationships with various contractors and offer competitive compensation for their services.
- 2.1.5 Maintain ongoing asset management data collection and assessment process of infrastructure and equipment.
- 2.1.6 Document the life cycle for each piece of equipment and use in repair/replacement decisions.
- 2.1.7 Develop and implement a road maintenance schedule based on asset assessments and standards.
- 2.1.8 Proactively address drainage in the municipality.
- 2.1.9 Improve snow removal practices and results.
- 2.1.10 Develop a three-year plan to expand the municipal gravel program.
- 2.1.11 Continually assess and upgrade the current boat launches.

LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

Goal 2.2: Create a clear path for residential and business development to encourage and prepare for area growth.

Strategies:

- ❑ 2.2.1 Work collaboratively with the Lac du Bonnet Community Development Corporation, sectors, other governments, and partners to plan for future population/commercial growth.
- ❑ 2.2.2 Identify, explore, and implement strategic investment opportunities that the Rural Municipality can make to enable future growth (roads, water, sewer, parks, etc.).
- ❑ 2.2.3 Make available a competitive supply of serviced industrial and commercial lands to increase economic diversity.
- ❑ 2.2.4 Work with developers to ensure that a variety of housing options exist to meet current and future residential needs.
- ❑ 2.2.5 Consult residents and businesses to identify development opportunities/challenges and ways to address them.
- ❑ 2.2.6 Update the Zoning Bylaws to make them more “development friendly”.
- ❑ 2.2.7 Update the Development Plan and identify areas for future development within the municipality, based on environmental sustainability principles.
- ❑ 2.2.8 Include the Provincial Lee River Moratorium during the review of Rural Municipality of Lac du Bonnet land use policies and Development Plan updates.
- ❑ 2.2.9 Ensure Planning District structure and processes are effective and efficient for both applicants and the municipality.
- ❑ 2.2.10 Address local needs for increased services during higher traffic months.



LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

3

STRATEGIC PRIORITY #3

COMMUNITY ECONOMIC DEVELOPMENT & GROWTH

*Achieving local sustainability through a balance of residential and commercial growth. This includes making strategic infrastructure investments to be a central hub for industry; focusing on sectors with growth potential; and providing high quality living/services for new and existing residents and visitors to **LIVE LAC DU BONNET**.*

Goal 3.1: Create a strong economic foundation through collaborative visioning and planning for balanced, sustainable retention and growth of local population and businesses.

Strategies:

- ❑ 3.1.1 Continue to support, oversee, and actively participate in the Community Development Corporation as the entity empowered to manage economic development activities that include attraction, development, retention and expansion efforts for business, tourism, and population.
- ❑ 3.1.2 Assess, define, plan for, and resource reasonable/sustainable annual growth in partnership with the Community Development Corporation, Town of Lac du Bonnet, Planning Services, Chamber of Commerce, housing developers, growth sectors, and other key organizations. Align our actions, services, and resources toward the same end goals. Focus growth around current and future planned infrastructure.
- ❑ 3.1.3 Develop and implement engagement processes to gather community input and to increase dialogue in setting direction for future growth (Cottage Associations, developments, agriculture community, etc.)
- ❑ 3.1.4 Continue to work in partnership and maintain Agreements with other organizations and municipalities to plan and offer services that are reflective of community needs and changing demographics.

LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

- ❑ 3.1.5 Maintain active membership and participation in the Lac du Bonnet Chamber of Commerce to continually liaise with the business community.
- ❑ 3.1.6 Work with First Nations to bring positive economic opportunities to the region through future Treaty Land Entitlements and service agreements.
- ❑ 3.1.7 Identify and promote Rural Municipality land use opportunities that enhance the community and establish a balance of commercial, industrial, residential, and recreational land uses and taxation structures.

Goal 3.2: Create a welcoming and inclusive travel destination through collaborative planning and actions for balanced, sustainable visitor growth.

Strategies:

- ❑ 3.2.1 Assess, define, plan for, and resource reasonable/sustainable annual tourism growth in partnership with the Community Development Corporation, Town of Lac du Bonnet, Planning Services, Chamber of Commerce, and other key sectors/organizations. Align our actions, services, and resources toward the same end goals. Focus growth around existing assets that can accommodate increased visitors, sustainable tourism practices, and travel trends.
- ❑ 3.2.2 Plan for community readiness to accommodate increased visitors, including more washrooms, garbage cans, parking, wayfinding signs, digital marketing, and sustainable tourism education to protect the environment.
- ❑ 3.2.3 Work with developers/businesses to ensure that a variety of short-term accommodation options exist to meet current and future visitor needs.
- ❑ 3.2.4 Work with other agencies to develop and share common messages/branding about the local area and its various recreational, cultural, historic, and other tourism assets.
- ❑ 3.2.5 Unite online community promotions and websites to reduce duplication, and to have one key landing page.

LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN



STRATEGIC PRIORITY #4 REGIONAL INITIATIVES & COLLABORATIONS

Addressing mutual issues and opportunities with other communities/partners where it makes strong business sense to combine money, time, knowledge, and other resources to achieve the desired outcomes.

Goal 4.1: Continually strengthen working relations with other municipalities, government departments, and local businesses/organizations. Partner on regional initiatives.

Strategies:

- 4.1.1 Develop and maintain inter-municipal working/shared service agreements which strengthen the competitiveness of the municipality and the region.
- 4.1.2 Continually review local and regional service-delivery and cost-sharing frameworks for effective operations.
- 4.1.3 Actively participate, advocate, and represent the Rural Municipality of Lac du Bonnet's interests at the regional, provincial, and federal levels.
- 4.1.4 Establish and maintain regular joint meetings with the Town of Lac du Bonnet to improve shared services and develop regional initiatives to meet needs of the Lac du Bonnet community.



LIVE LAC DU BONNET

2023-2026 STRATEGIC PLAN

Goal 4.2: Collaborate with other municipalities, government departments, and local businesses/organizations on infrastructure and development initiatives that benefit more than just the local community.

Strategies:

- 4.2.1 Continue to participate in regional level meetings to identify and discuss regional issues and opportunities.
- 4.2.2 Advocate for improved internet and cell service for the region.
- 4.2.3 Advocate and work in partnership for a new Personal Care Home (PCH) to be constructed in Lac du Bonnet.
- 4.2.4 Work with Town of Lac du Bonnet and the Community Development Corporation to explore the development of an event park.
- 4.2.5 Develop and enter into water/sewer partnership agreements with neighboring municipalities.
- 4.2.6 Advocate for road/highway safety collaborations with the Province of Manitoba.
- 4.2.7 Explore feasibility to build future potential recreation infrastructure such as a wellness centre, parks, playgrounds, water park, etc.
- 4.2.8 Advocate for daycare needs in the region.
- 4.2.9 Explore opportunities to enhance regional recycling initiatives.
- 4.2.10 Manage environmentally significant and sensitive areas in partnership with other organizations and levels of government.

