

# PINAWA



**LOCAL GOVERNMENT  
DISTRICT OF PINAWA**

# **STRATEGIC PLAN**

**2024-2026**



Adopted February 13, 2024

**Community**   
Futures Winnipeg River

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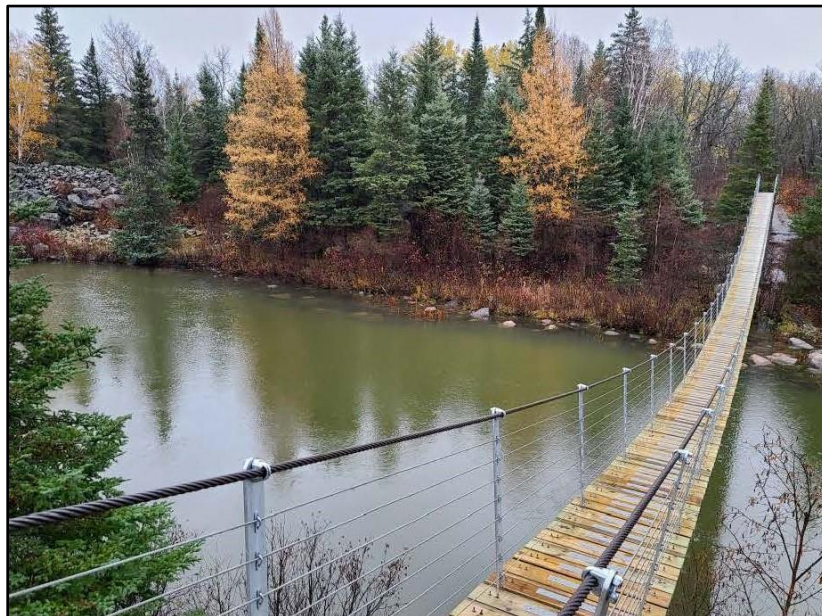
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# FORWARD

## Forward

The Local Government District (LGD) of Pinawa is pleased to share our vision, mission, core services, values, priorities, goals, and planned strategies/activities for the next three years. The 2024-2026 Strategic Plan is the result of a thorough and systematic review of the local government's leadership and the core municipal services provided to the community. The discussions that took place throughout the planning process resulted in a clear, unified set of priorities and direction for our municipality. The strategic plan outlines an exciting future that we see for Pinawa, and the path we will lead to get there.

LGD of Pinawa 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. Current and future impacts on the economy, environment and social structure of the community are considered within all decisions made by the municipality. Administration is responsible for implementing the strategic direction of Council through solid business planning, resource management and service provision.

It is our hope that the residents, businesses and organizations of Pinawa, take time to review the Strategic Plan. Input is always welcome. A special thanks to Community Futures Winnipeg River for their assistance and guidance through this important process and assisting the LGD of Pinawa in setting the course for the future.

### ***Sincerely, LGD of Pinawa Council***

*Blair Skinner, Mayor*

*Michael King, Deputy Mayor*

*Sue Appleyard, Councillor*

*Rhonda Henschell, Councillor*

*Jason Tirschman, Councillor*

### **COMMITMENT TO RECONCILIATION AND LAND ACKNOWLEDGEMENT**

*Mayor and Council recognize the shared history between local and regional First Nations and Pinawa. We have the privilege to live on the Ancestral lands of the Treaty 1 and 3 peoples. We respect the Treaties that were made on these territories. We acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration. We are all related to and respect everything in life. In our planning, we will consider the impact of our decisions on the next generations.*



# ABOUT PINAWA

## Pinawa's History

The first permanent townsite in the Pinawa area was established in the early 1900's, along the Pinawa Channel, in the area we now know as "Old Pinawa" or "Pinawa Dam Provincial Heritage Park". In 1906, Manitoba's first year-round hydroelectric generating station was established here as the Winnipeg Electric Company looked to the Winnipeg River as a generating source to meet increasing power demands for electric streetcars in the city. The first town of Pinawa was born, along with the earliest year-round hydroelectric power dam between the Rockies and Sault Ste. Marie, Ontario. The existing concrete framework withstood the mighty force of the Winnipeg River as its turbines were turned by a diverted flow down the Pinawa Channel. The site generated power until 1951, after which, the townsite was abandoned.



A new Pinawa townsite was established in 1963 by Atomic Energy of Canada Limited (AECL) to house employees for its Whiteshell Research Laboratories. As well as housing for staff, AECL built a staff hotel (now Wilderness Edge Retreat and Conference Centre) for their single employees, a gas station, shopping mall, municipal building, marina, motor inn, schools and a hospital. Pinawa was initially designed to accommodate employees and their families, and provided only a limited commercial base. The town and surrounding area were designated as a Local Government District (LGD) in July 1963. The Provincial Government of Manitoba appointed a Resident Administrator to oversee town operations. Pinawa is the second youngest town in Manitoba and one of the last two Local Government Districts.

The Pinawa Dam Provincial Heritage Park has been preserved as a key tourist attraction in Manitoba. Manitoba Conservation and the Friends of Old Pinawa have worked in partnership to enhance the area as a Provincial Park and visitor destination. The majestic concrete ruins resemble an ancient Roman coliseum which greet you upon arrival. It's rich history, along with interpretive signage, self-guiding nature trails, an amphitheatre, picnic facilities, and access to the beautiful Pinawa Channel, make the park a sought-after tourism site in Manitoba.

# STRATEGIC PLANNING PROCESS OVERVIEW

## Strategic Planning Process Overview

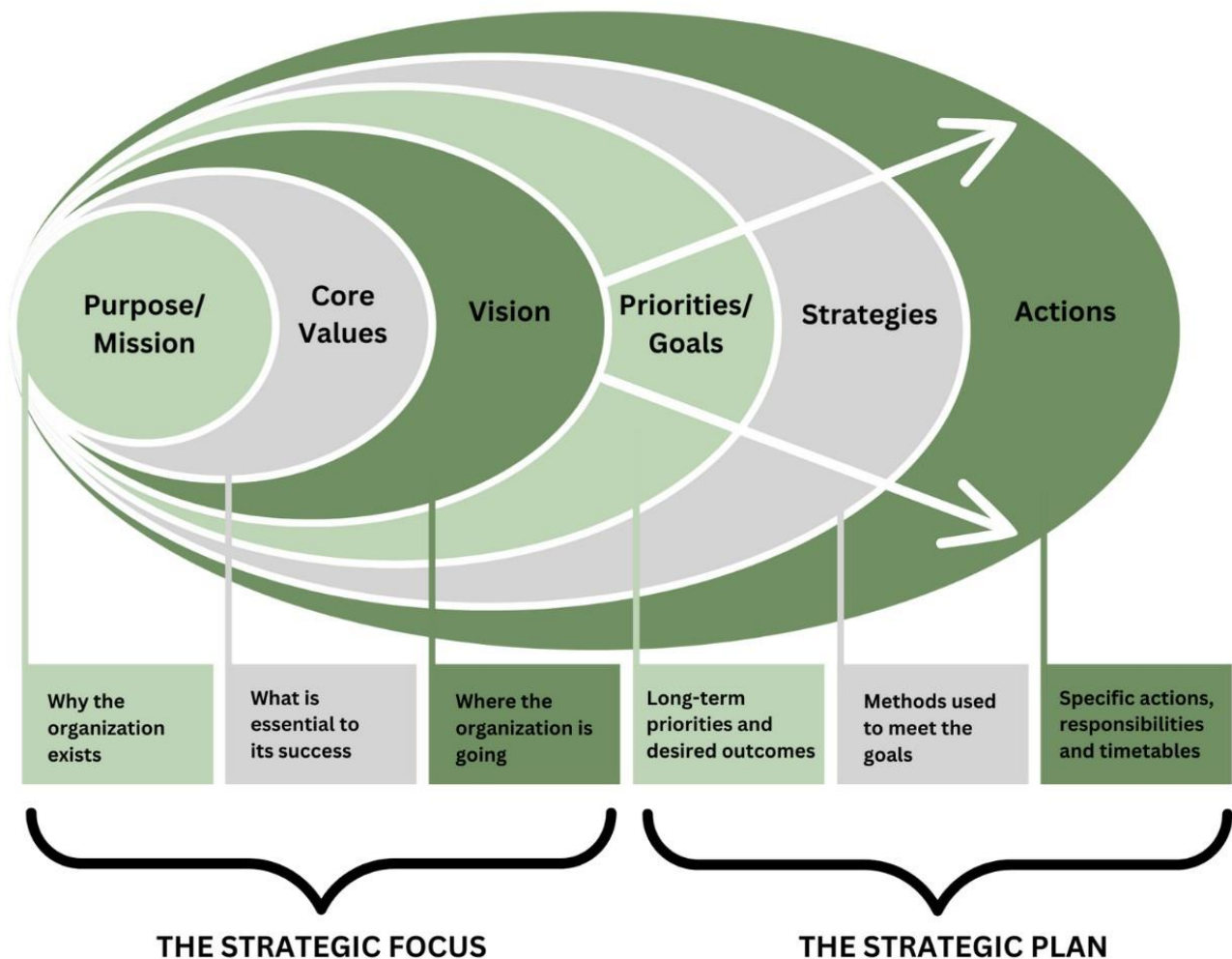
In late 2023, the LGD of Pinawa initiated a strategic planning process with facilitation provided by Community Futures Winnipeg River (CFWR). A strategic plan is a living document used to establish the direction of an organization and to guide its activities and initiatives. Strategic plans typically have a 3-5-year horizon and define the vision, values, mission, priorities, and broad strategic goals for the organization. The following process steps were implemented for the strategic planning process:

Timeframe	Process Step	Description
October 26, 2023	Strategic Planning Session #1	In the first meeting, Council determined planning outcomes for the overall process and then discussed good local governance provision. The core municipal services were defined; organizational strengths and challenges were determined; a thriving municipal organization was described; and the values or standards to operate from were agreed upon. This work forms a strong foundation for the organization to build upon.
November 20, 2023	Strategic Planning Session #2	In the second meeting, Council conducted a thorough review of the 10 core services the municipality provides. A list of ongoing activities, new activity/strategy ideas, ways to address challenges, etc. were brainstormed for each core service. Priorities within the large list of ideas/tasks were determined as a group.
December 14, 2023	Strategic Planning Session #3	The draft Strategic Plan was reviewed and built upon. The priorities with related goals and strategies were determined for the next three years.
January- February, 2024	Finalization and adoption of plan	The plan underwent final revisions in January, and was formally adopted by Council on February 13, 2024.
2024-2026	Implementation	The plan is communicated, implemented, monitored, adjusted as required, evaluated, and celebrated.
Annually	Annual Planning	The Strategic Plan is reviewed and considered within operational planning and budgeting processes of the LGD each year.

# PLANNING MODEL

## Strategic Planning Model

The following planning model visually depicts the various planning components that together make up the strategic plan. The planning components provide a directional guide for Council, Administration, and staff members. The Council will review the plan and determine goals and strategies on a regular basis. Resident Administrator and Council will monitor progress made towards the goals and strategies determined within this Strategic Plan. Specific projects, strategies or other initiatives can be planned and tracked in more detail using the Annual Planning Template.



# OUR FUTURE VISION AND VALUES

## Vision Statement

The vision statement creates a picture of the ideal future state that is desired for the organization or community.

WHAT WE DESIRE FOR THE FUTURE

## OUR VISION

Pinawa is a unique, safe and inclusive community, renowned for its diverse, growing economy, pristine natural environment, and four-season amenities that attract visitors and support happy, healthy residents.

## Value Statements

Values are standards or principles that are core beliefs and convictions of an organization. They are the foundation from which an organization operates and act as guiding principles.





# MUNICIPAL PURPOSE AND OUR MISSION

## Municipal Purpose

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

- ❖ To provide good government.
- ❖ 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.
- ❖ To develop and maintain safe and viable communities.

*Community* 

## Mission Statement

The mission statement describes the overall purpose that the organization provides within the community, along with who they serve, and how they serve them.



WHO WE ARE. WHAT WE DO

## OUR MISSION

The LGD of Pinawa provides trustworthy leadership that is always working to ensure a sustainable community that thrives today and far into the future. Through progressive decision making and strategic direction, we responsibly manage municipal assets, deliver high quality services, protect our citizens, sustain our natural resources, and ensure economic stability.



# CORE SERVICES

## Core Functions and Services

The LGD of Pinawa provides municipal services to ensure a well-functioning, safe, and viable community. We pride ourselves on high quality services and thoughtful service providers. Municipal services, and functions we are responsible for are...



### 1. General Government Services

Council operations, fiscal services, strategic direction, capital planning, by-laws, policies, research and information provision, administration, public communications, and employee development.

### 2. Protective Services

Fire services, police services, emergency measures, by-law enforcement, and animal control.

### 3. Transportation Services

Roads, drainage, signage, sidewalks, boulevards, and parking lots.

### 4. Public Utilities

Infrastructure and services related to water, wastewater and sewer.

### 5. Environmental Health Services

Solid waste management including garbage, landfill site, and recycling.

### 6. Land Use and Planning Services

Long term development plans, zoning, building permits and inspections.

### 7. Economic Development Services

Pinawa Community Development Corporation provides services in conjunction with municipality which include business attraction and retention, infrastructure and development support, tourism, and local marketing; LGD provides direct oversight of the Small Modular Reactor project.

### 8. Recreation & Cultural Services

Boat launches, docks, marina, trails, parks, playgrounds, arena, outdoor pool, beach, Vanier Centre, Community Centre, and recreation programming.

### 9. Supporting Services/Health and Welfare

Support to other important public services including public libraries, regional airport, handivan, cemetery, and various other health and social services/special initiatives.

# THE PRIORITIES FOR 2024-2026

## Priorities

Priorities reflect the important issues, opportunities, and key focus areas, that when addressed, will allow the organization to flourish. Priorities represent specific areas in which the organization must focus on to succeed. From 2024-2026, the LGD of Pinawa will strategically focus efforts to achieve positive results around the following priorities:



EXCELLENT MUNICIPAL SERVICE PROVISION FOR RESIDENTS AND BUSINESSES



EFFECTIVE AND EFFICIENT INTERNAL OPERATIONS



PURPOSEFUL ASSET MANAGEMENT OF LGD INFRASTRUCTURE & EQUIPMENT



COMMUNITY PLANNING, READINESS, AND ATTRACTION FOR A VIABLE FUTURE



# DESIRED OUTCOMES AND STRATEGIES

## Goals and 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 achieve a single goal.

Goals and strategies (methods and directions) have been documented for each of the priorities as a result of information gathered and planning discussions. ***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 determining annual projects and budget items.***



EXCELLENT MUNICIPAL SERVICE PROVISION FOR RESIDENTS AND BUSINESSES

### Goals and Corresponding Strategies

#### **1.0 Ensure that community needs are met with exceptional and innovative municipal service delivery.**

- 1.1 Seek ways to continually improve and modernize municipal service operation and delivery with a focus on technology and innovation.
- 1.2 Continue to support key community services (not municipal) that are important for quality living such as health care, social services, education, recreation, economic development, etc.
- 1.3 Identify and address gaps/challenges related to residential and business development policies, practices, and processes.
- 1.4 Rethink and formalize the recreation structure/organization to provide better oversight, coordination, and collaboration of the various recreation groups, services and facilities.
- 1.5 Implement the new **Recreation Strategic Plan**.

## 2.0 Provide strong community leadership by setting clear direction and collaborating with community organizations, businesses, and residents for local growth and vitality.

- 2.1 Strengthen working relationships with other organizations, businesses, and neighbouring communities and work together to address local needs, safety, services and projects.
- 2.2 Review all internal committees and external agencies we work with to ensure each has a current **Committee Terms of Reference** that outlines their roles and how they operate and how they communicate with the local government.
- 2.3 Determine how committees can align with and support the LGD's Strategic Plan.
- 2.4 Host annual financial hearing to discuss the year ahead and to present the financial plan and how it aligns with the strategic plan.
- 2.5 Host town hall meetings to share information and gain input from residents as important issues and opportunities arise.

## 3.0 Improve municipal environmental practices and services while supporting residents to do the same.

- 3.1 Determine which recommendations to move forward with from **the Circular Economy Opportunities Report, Sustainable Neighbourhood Action Plan**, and other supporting reports, and how they will be addressed.
- 3.2 Review the garbage pick-up process and landfill capacity projections to seek future opportunities and operational/cost efficiencies.
- 3.3 Review the existing recycling program and research opportunities to increase revenue and decrease costs.
- 3.4 Research feasibility of investing in either a curbside or drop-off composting program.



### EFFECTIVE AND EFFICIENT INTERNAL OPERATIONS

#### Goals and Corresponding Strategies

#### 4.0 Improve Council operations and working relations.

- 4.1 Focus on priorities and create a healthy balance between time spent on governance and time spent getting the work done.
- 4.2 Determine ways to have more efficient, focused council meetings.
- 4.3 Establish clear internal communication processes for meetings, emails and other communications that are based on respect for each person and their opinions.
- 4.4 Review and update council orientation, onboarding processes, training requirements and information resources.
- 4.5 Utilize **Council Decision Report Form** and process to ensure decision making is based on research, context, and collaborating recommendations.



**5.0 Improve human resource management systems and invest in employee development to strengthen human resource capacity and work satisfaction.**

- 5.1 Hire and maintain qualified individuals with skills/knowledge/experience to achieve the goals set out in the **Strategic Plan** and to ensure high quality service delivery.
- 5.2 Review, clarify and update roles, responsibilities, and lines of communication.
  - 5.2.1 Develop an organizational chart to visually depict human resources within the municipality.
  - 5.2.2 Update all job descriptions.
- 5.3 Standardize human resource management policies and related practices for consistency throughout the organization.
  - 5.3.1 Update personnel policies and procedures to outline various employee practices.
  - 5.3.2 Develop and implement a system to assess gaps in human resource competencies and to identify training needs.
  - 5.3.3 Formalize and implement an employee performance review process.
  - 5.3.4 Develop a succession policy and procedure for key staff positions within the organization (Resident Administrator, Public Works Manager, Water Treatment Plant Operators).
- 5.4 Support the recruitment and succession of human resources for protective services (Fire Department and Emergency Measures Organization).

**6.0 Strengthen teamwork and communication within the organization.**

- 6.1 Ensure a respectful workplace by following the codes of conduct and organizational values.
- 6.2 Foster a collaborative environment where staff are encouraged to give input and feedback on municipal operations.
- 6.3 Implement standard problem solving, and conflict resolution practices by developing policies and providing training for managers.
- 6.4 Determine formal directives as a whole Council to provide clear and united direction to the Resident Administrator.
- 6.5 Ensure manageable workloads and required resources are available to correspond with decision making.
- 6.6 Implement team building activities such as staff networking events, conferences, and staff/Council events to build rapport and healthy work relationships.
- 6.7 Create organizational-wide awareness of LGD directive including the strategic plan, annual plan, budget, etc. to ensure all staff are informed and engaged.



**7.0 Improve organizational systems and practices for increased efficiency and effectiveness.**

- 7.1 Establish an organized and secure data management system that provides the required access to information, is user friendly and provides redundancy.
- 7.2 Determine ways to create more understandable financial reports.
- 7.3 Develop a process to determine how we support and onboard new community projects, such as inheriting assets.

**8.0 Improve various planning practices within the municipality.**

- 8.1 Establish a by-law to state when various plans require updating.
- 8.2 Conduct strategic planning within the first year of new council term to set priorities and goals.
- 8.3 Ensure that the annual budget aligns with the strategic plan and has a corresponding annual operating plan.
- 8.4 Update and create an ongoing maintenance system to ensure by-laws and policies are kept current.
- 8.5 Determine a by-law enforcement strategy and assign resources.
- 8.6 Improve project planning practices by hiring or training project managers, facilitating better communication among those involved, and tracking progress better.
- 8.7 Improve financial planning and strengthen grant writing skills to acquire financial resources.
- 8.8 Establish a strategy to advance the **Sustainable Neighborhood Action Plan (SNAP)**.
- 8.9 Incorporate a strategy on addressing wildfires into the **Emergency Plan**.
- 8.10 Develop an Active Transportation Plan to include a parking strategy, connector paths, greenways, input from the **Pinawa Green Tourism Strategy**, and the golf cart pilot project.
- 8.11 Develop a local strategy that addresses docks (public, marina, and shoreline).
- 8.12 Review, update and implement a plan that ensures the health and sustainability of Ironwood Park.

**PURPOSEFUL ASSET MANAGEMENT OF LGD INFRASTRUCTURE & EQUIPMENT****Goals and Corresponding Strategies****9.0 Establish a workable system to continually assess, manage, prioritize, plan, and budget for all municipal infrastructure and equipment.**

- 9.1 Determine clear steps, policy, and processes for the LGD's asset management system.
- 9.2 Complete the asset inventory and condition assessments for each asset and utilize this information for capital planning within all departments, budgets, and municipal systems.

- 9.3 Determine and attain data organizational software and input all asset information from the inventory and condition assessments.
- 9.4 Forecast future infrastructure needs for community growth and expansion.
- 9.5 Develop lifecycle or long-term plans for key assets.
- 9.6 Update **5-year Capital and Equipment Renewal Plans**.

**10.0 Actively address priority infrastructure and equipment projects.**

- 10.1 Conduct replacement of Marina wall.
- 10.2 Finish multi-phase landfill project on budget (currently in Phase 2).
- 10.3 Determine best options and allocate resources to address waste management needs.
- 10.4 Complete beach/pool building improvement project in 2024.
- 10.5 Install services and provide other required support to the new daycare.
- 10.6 Research and determine long-term future infrastructure and equipment requirements such as Industrial Park upgrades, firehall expansion, handi-van garage, etc. Decisions will be based on the asset management data analysis and overall priorities.



COMMUNITY PLANNING, READINESS, AND ATTRACTION FOR A VIABLE FUTURE

**Goals and Corresponding Strategies**

**11.0 Foster good working relations with Atomic Energy of Canada Ltd. (AECL) for continued community support and coordinated planning to secure the town’s future after decommissioning is complete.**

- 11.1 Develop a strategy for communicating and negotiating with AECL and Canadian Nuclear Laboratories (CNL) as we transition together to a future state.
- 11.2 Work with AECL to develop land end-use plans for Whiteshell Laboratories site and other AECL owned properties.
- 11.3 Develop the **Pinawa Resiliency Plan** with AECL utilizing a third-party consultant to address future economic and social conditions.
- 11.4 Develop a relationship and communication system with Province of Manitoba.

**12.0 Assess and address current and future housing needs for various ages and circumstances.**

- 12.1 Conduct a local housing assessment and conduct additional related research to project future needs.
- 12.2 Develop an accelerated housing plan based on research findings.

**13.0 Work in conjunction with PCDC to implement effective strategies to attract and retain nuclear and non-nuclear businesses to the region.**

- 13.1 Continue with Small Modular Reactor project as a primary business attraction focus.
- 13.2 Continue to support all nuclear related business opportunities to ensure employment opportunities.
- 13.3 Promote AECL site and future business development opportunities for both nuclear and non-nuclear.
- 13.4 Continue to network and build support in the region, government, partners, etc. for alternative nuclear business development.
- 13.5 Pursue partnerships and relations with local and regional developers to grow the population and tax-base.
- 13.6 Attract new investment/business development with transparent business policies.
- 13.7 Establish a new business package that is easy to access on our website and provides comprehensive development information including expectations, regulations, definitions, processes, land uses, business permits, etc.
- 13.8 Create and implement incentives to encourage and aid with development.
- 13.9 Determine and map out available LGD-owned parcels of land and identify plausible/feasible uses for each parcel.
- 13.10 Operationalize the **Development Plan, Secondary Development Plan** and **Zoning By-law**.
- 13.11 Continue to support a strong tourism industry by providing service delivery and infrastructure supports, and by working in collaboration with PCDC on the same strategic directions.
- 13.12 Ensure a soft-landing place for newcomers, including immigrants to support them as they relocate to Pinawa and continue to host, promote and support the **International Entrepreneur Program**.

