

SCHEDULE E
Completion Report for Plans – FINAL REPORT

GMF No. 15040

Arborg Bifrost Community Development Corporation

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1. Summary of the Initiative

a. and b.

The Arborg Bifrost Community Development Corporation (ABCDC) together with the Municipalities of Bifrost-Riverton and the Town of Arborg wanted a plan which brings the two entities (formerly three entities with the Village of Riverton) together and paves the way for growth and environmental, economic and social sustainability in the future. Objectives of undertaking the plan included:

- Building on the East Interlake Planning District Development Plan which is the official plan for the area.
- Involving many organizations and individuals representing diverse groups, in the planning process to ensure wide input and buy-in and to ensure the plan reflects the region as one whole, not disparate parts.
- Ensuring that all parties understand the strength of seeing ourselves as integral parts of a cohesive whole and reducing the sense of competition between entities and getting past historical negative attitudes.
- Considering past and anticipated future growth in the region, evaluate the area's infrastructure and prepare a plan that will build on existing assets to facilitate not only growth in numbers but also sustainable economic, social and environmental health.
- Working closely with the Bifrost Agricultural Sustainability Community Service Cooperative Inc. (BASIC) in its goal of adapting to climate change and "creating economic opportunities and protecting a healthy environment through sustainable water management", including cooperating and collaborating with neighbouring Aboriginal and other communities.
- Establishing targets and identifying responsibilities for implementation.

c. ABCDC is "owned" by the Municipality of Bifrost-Riverton and the Town of Arborg and has been given a mandate to address the economic growth and social well-being of Arborg and the surrounding area. Its Board is made up of representative of both Municipalities, the Chamber of Commerce and local business persons. ABCDC was given responsibility to coordinate the development of the Plan.

d. Further to the Project Progress Report dated January 16, 2017, all Phases as described in Schedule A – Workplan and Budget, have been completed. The following point-form summary describes how the Plan was prepared:

- A Steering Committee was established consisting of Municipal Councillors representing Bifrost, Riverton and Arborg; Directors of ABCDC; representatives of both the Riverton and Arborg Chambers of Commerce, BASIC Directors and ABCDC staff.
 - Consultants met with Steering Committee to review the workplan, identify issues & opportunities and were toured throughout the region. A separate tour and meeting was conducted by BASIC representatives to ensure that the Consultants were familiar with its goals and activities and that BASIC's views and priorities are incorporated into planning.
 - Consultants held focus groups with invited stakeholders (as identified by the Steering Committee) to address strengths, weakness, opportunities and threats. Separate focus groups were held in Riverton and Arborg.
 - Workshops were held to address similar issues (including governance issues) with both the Bifrost-Riverton and Arborg Councils separately.
 - Public workshops were held in both Riverton and Arborg to ensure wide public participation.
 - Consultants met with Seniors in both Arborg & Riverton.
 - Questionnaires were distributed to Youth at both Arborg Collegiate and Riverton Collegiate.
 - Results of these information gathering activities and events were assembled into a list of critical issues.
 - Consultants conducted research widely to determine the activities and opinions of a wide variety of local, regional and provincial bodies.
 - Once an action plan was developed based on input and the consultants' findings and expertise, these findings were reviewed by the Steering Committee, Municipal Councils and public Open Houses to verify findings and to discuss the plan components.
- e. There were no significant changes to the scope or costs of the project. The only change was due to delays in timing as outlined in the January 16, 2017 Progress Report. The only other change was reduction in funding by the Manitoba Department of Agriculture & Rural Development from \$8,000 to \$5,333 caused by A delay in starting, also referred to in the Progress Report.
- f. Total cost and how paid for: The total cost of the Plan is \$130,766.48 (including 2.5% GST but excluding non-eligible costs which total \$264.97). (see detail included in Schedule B – Final Contribution). It is being paid for by grants from the Green Fund (\$65,383.24); the Town of Arborg and the Municipality of Bifrost-Riverton (\$6,837.50 each); Province of Manitoba Regional Development Grant (\$20,000); Province of Manitoba, Manitoba Agriculture (\$5,333); and Community Futures East Interlake (\$13,675) as well as a donation in-kind from both Municipalities to total \$14,549.
- g. It has taken 18 months to prepare the Plan (from March, 2016 to September, 2017).

- h. The Plan is based on and builds on the East Interlake Planning District's Development Plan. There were a number of factors that provided incentive for entering into this planning process, including:
- Plans to build a new 80-bed Personal Care Home and the establishment of the Central Interlake Training Centre mean that the area will likely experience rapid growth and the need for residential development. Meetings with developers emphasized the need for a development plan, including Municipal development policies, infrastructure growth plans, land development priorities, an examination of transportation needs and so on.
 - The work of BASIC and its focus on flood mitigation, drainage and environmental issues required the Municipality to coordinate and cooperate with BASIC and to ensure that BASIC and Municipal plans compliment each other.
 - The forced amalgamation of the Village of Riverton into the Rural Municipality of Bifrost which resulted in the formation of the new Municipality of Bifrost-Riverton required an examination of how the entities work together.

2. Community Context

- a. The project area is located on the west shore of Lake Winnipeg, approximately 100 km. north of Winnipeg and includes the Municipality of Bifrost-Riverton and the Town of Arborg. The two main urban centres are the Town of Arborg and the village of Riverton. Population of the area as indicated by the 2015 Manitoba Health Population Report was 4,949. Arborg is considered an agricultural hub for the Interlake. The major economic drivers in the area are agriculture and manufacturing. In the 2011 Statistics Canada Census, Arborg was identified as the seventh fastest growing community in Manitoba at 12.7%.
- b. The Town of Arborg is governed by a Mayor and four Councillors, all elected at large. The Town currently employs three administrative staff, two full-time and one half-time, as well as three full-time public works employees. The Municipality of Bifrost-Riverton is governed by eight Councillors, with six Councillors individually representing Wards 1-6 and two Councillors representing Ward 7, along with one Reeve, who represents the entire Municipality. The Municipality currently employs four administrative full-time staff along with six public works full-time staff.

3. The Team: Who Was Involved?

- a. The Steering Committee consisted of three Councillors representing the Municipality of Bifrost-Riverton, two Councillors representing the Town of Arborg, the Chief Administrative Officers of both Municipalities, several members of both Riverton's and Arborg's Chambers of Commerce and the ABCDC Economic Development Officer. Consultants from the firms of WSP Canada Inc. and MMM Group (now amalgamated) included Senior Planners, Manager of Planning, Engineering and Transportation

consultants and Planners. The primary contact with WSP is Brock Feenstra at 204.947.6569, ext. 3867; feenstrab@mmm.ca

- b. The Economic Development Officer of the Arborg Bifrost Community Development Corporation worked closely with both the Mayor of Arborg (Randy Sigurdson) and the Reeve of Bifrost-Riverton (Harold Foster) and all three were instrumental in reaching agreement to undertake the Plan and its completion. The EDO, Pat McCallum, was the primary contact and acted as liaison between the Municipalities, ABCDC and the Consultants. Pat McCallum resigned as part-time Economic Development Officer in October of 2016, however she agreed to continue in her role of primary contact and liaison with regard to the Plan and to work with Acting EDO, Philip Thorkelson in managing all finances and preparing progress and final reports as required by FCM. Contacts are Pat McCallum, 204.641.5112; basic.adm6789@gmail.com and Philip Thorkelson, 204.642.3833; abcdc@mymts.net

4. **Environmental, Economic and Social Benefits of the Initiative** – After engaging stakeholders, community, council, community leaders and the public in an depth audit of the Arborg Bifrost-Riverton region we achieved a wide range of valuable information. Three elements did not emerge as areas with significant focus. It was felt that there were other aspects of a sustainable community that took priority. A sustainable plan can be in many different formats and include many different elements especially with varying budgets, interest, and timelines. See Section 5, pages 11 through 23 for a detailed outline of the Economic, Environmental and Social benefits of the Plan.

5. Outcomes and Next Steps

- a. b. c.
Largely because of discussions held and lessons learned from the development of the Sustainable Community Action Plan, the Municipalities of Bifrost-Riverton and Arborg are presently in discussions about forming one joint Community Development Corporation which will encompass the whole region. This new entity is intended to concern itself with the Bifrost, Village of Riverton, the Town of Arborg and the surrounding rural area in terms of economic and community development. The new CDC will have as its priority to coordinate the implementation of the Plan's recommendations as per the Implementation Section in the Plan's final report. In anticipation of this decision and formal establishment of this new entity, both the Arborg Bifrost and Riverton Bifrost CDC's have ceased activities and are operating on a "maintenance" basis as they move through and change of corporation structure such as articles and by-laws to amalgamate corporations.

Table 5-1 on Page 11-23 will be monitored by the Manager of ABCDC.

6. Lessons Learned and Knowledge Sharing

- a. We would likely do several things differently if we were to undertake the process again, including:
 - Ensure more buy-in by all parties at the outset.
 - Have the same consultant that helps with the preparation of the application to FCM undertake the Plan itself.
 - Develop with the Consultants a “Project Charter” very early on in the process to make it very clear what project expectations are. This would build and clarify the proposal by setting out detailed project goals, roles and responsibilities.
 - More frequent consultation and involvement with the Steering Committee and Municipal Councils.
 - Closer coordination with Consultants.
 - Closer adherence to time-lines.
 - Allow more time for preparation of the application and receipt of funding approvals.
 - Increased communication with the community at large through media reports.

- b. Things that we would likely do the same include:
 - High degree of community input.
 - Involve outside funding.
 - Focus on the strengths of the region as a whole.

- c. Main barriers included staff changes, primarily within the consulting company, including the very sudden departure of the Senior Consultant who was acting as Project Director and the illness of another key consultant. The departure of the Project Director necessitated us to regroup, to clarify expectations and to familiarize new consulting staff.

The fact of the forced amalgamation of the Village of Riverton into the Municipality of Bifrost-Riverton also added aspects and issues to be considered.

Staff changes at ABCDC also caused delays. Delays also caused financial pressures as ABCDC was required to maintain a line of credit much longer than was anticipated.

- d. Aside from the Final Plan, the process will, we expect, result in a joint CDC and an understanding that the whole can be greater than the sum of its parts. It will also provide more certainty to our two Municipalities when planning for future infrastructure development as well as an increased capacity to deal with developers. The process has also helped BASIC develop a greater appreciation for future opportunities for both Municipalities and has also provided a closer collaboration between the environmental and other goals of BASIC.

- e. If FCM feels that our Plan would provide assistance to other municipalities, ABCDC would be prepared to participate in showcasing our Plan through a webinar or workshop.

7. Publicity and Outreach

- a. Other than highlighting the initiative at public meetings, workshops and advertisements about these events, there have been no other efforts to increase recognition, media coverage or notable public support.
- b. Now that the Plan report is finalized it will be made available on the Bifrost-Riverton, Arborg and ABCDC's websites. Information on the Plan has not been included on any websites.

8. Contacts

- a. b.

For more information about the plan, the **primary contact** is:

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The former ABCDC Economic Development Officer may also be contacted at:

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