



Growing Together.

Honouring Our Heritage.

Building Our Future.



Rural Municipality of Montcalm

2026- 2031 COMMUNITY STRATEGIC PLAN

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Thank you!

Message From Your Reeve & Council

It is our pleasure to present the Rural Municipality of Montcalm’s 2026–2031 Community Strategic Plan.

This Strategic Plan represents Council’s shared commitment to providing thoughtful leadership, responsible governance, and a clear direction for the future of our municipality. It establishes the priorities that will guide Council’s decisions, investments, and strategic initiatives over the next five years as we continue building strong, vibrant, and resilient communities.

The development of this plan was informed through a community survey, thoughtful conversations with stakeholders, and a facilitated strategic planning session involving Council, Administration, and Management. Together, these engagement strategies identified the opportunities, challenges, and priorities that matter most to the future of the Rural Municipality of Montcalm.

Throughout the strategic planning process, one message remained clear: our community values its rich bilingual heritage, strong agricultural foundation, welcoming communities, and exceptional quality of life. At the same time, there is a shared desire to embrace new opportunities by supporting responsible growth, strengthening infrastructure, expanding housing, encouraging economic development, and preserving the unique identity that makes Montcalm such a special place.

The seven strategic pillars outlined in this plan provide a practical roadmap for achieving these goals. They reflect Council’s commitment to responsible decision-making, collaboration, fiscal stewardship, and delivering meaningful results for our residents, business owners and stakeholders.

This Strategic Plan is intended to be a living document, one that guides our work, informs our



decisions, and helps ensure we remain focused on the priorities that will have the greatest impact on our communities. As we move forward, current and future Councils have clear direction from our community members with strategies and initiatives to work alongside Administration, residents, businesses, community organizations, and regional partners to bring this shared vision to life.

On behalf of Council, thank you to everyone who contributed their ideas, perspectives, and time throughout this planning process. Your participation has helped shape a strategic plan that reflects both the strengths of our municipality today and our aspirations for the future.

Together, we will continue building a municipality that honours its heritage while embracing the opportunities ahead.

Sincerely,
Reeve Paul Gilmore
ON BEHALF OF COUNCIL
MUNICIPALITY OF MONTCALM

Message From The Chief Administrative Officer

One of Administration’s most important responsibilities is turning Council’s vision into action. This Strategic Plan provides the direction needed to align municipal operations, budgets, projects, and daily decision-making with the priorities established by Council for the benefit of our communities. Informed by community engagement, stakeholder conversations, and Council’s strategic planning process, this plan establishes a practical framework for guiding the Municipality’s work over the next five years.

At the same time, we recognize the importance of preparing for the future by investing in infrastructure, supporting reasonable growth, strengthening economic opportunities, enhancing municipal services, and remaining responsive to the evolving needs of our residents.

A strategic plan is most valuable when it becomes part of everyday decision-making. Administration is committed to integrating this plan into our annual planning, budgeting, capital investment decisions, and operational priorities.

By aligning our daily work with the community’s long-term direction, we can ensure that municipal resources are used effectively, progress is measured, and priorities remain focused on delivering meaningful results and exceptional municipal service for our communities.

On behalf of Administration, I would like to thank Council, municipal staff, residents, businesses, and community organizations who contributed their time, ideas, and perspectives throughout this planning process. Your input has helped shape a practical and forward-looking plan that reflects both the opportunities before us and the values that define our municipality.

We look forward to working alongside current and future Councils and our communities as we implement this Strategic Plan and continue building a strong, resilient, and prosperous future for the Municipality of Montcalm.

Sincerely,
CAO Jolene Bird
CHIEF ADMINISTRATIVE OFFICER
RURAL MUNICIPALITY OF MONTCALM



**This plan establishes
a practical framework for
guiding the Municipality’s
work over the next
five years.**



The Municipality of Montcalm has many strengths to build upon. Our dedicated employees, collaborative Council, strong financial stewardship proud agricultural and bilingual heritage, and engaged communities provide a solid foundation for future success.

Purpose of a Strategic Plan

Communities are constantly evolving. New opportunities emerge, resident expectations change, infrastructure ages, economies shift, and new challenges require thoughtful leadership and long-term planning.

While municipalities must respond to the day-to-day needs of their residents, they must also look beyond the immediate and make decisions that will strengthen our communities for future generations.

Recognizing the importance of planning for the future, the current Council committed to developing a Strategic Plan that would provide a clear direction for the Rural Municipality of Montcalm over the next five years.

More than identifying projects or initiatives, this plan establishes a shared framework for decision-making, helping Council and Administration focus their efforts, align resources, and invest strategically in the priorities that matter most.

This plan is about building upon the strengths of today while creating new opportunities for tomorrow.

”

From the beginning, Council recognized that meaningful planning starts by listening. The Strategic Plan was informed through a community survey, thoughtful conversations with stakeholders, and a facilitated strategic planning session involving Council, Administration, and Management. These engagement opportunities encouraged participants to reflect on the municipality's strengths, identify emerging challenges, explore future opportunities, and consider the kind of community they want Montcalm to become.

Throughout the planning process, a clear picture emerged. Participants expressed pride in Montcalm's welcoming and unique communities, rich bilingual heritage, strong agricultural foundation, dedicated volunteers, and collaborative approach to local government. At the same time, they recognized the importance of preparing for the future by supporting community growth, investing in infrastructure, expanding housing opportunities, strengthening economic development, preserving community identity, and continuing to provide responsive and effective municipal services.

This Strategic Plan reflects those shared priorities. It is both aspirational and practical, establishing a long-term vision while identifying achievable actions that will guide municipal decision-making over the next five years. It is intended to be a living document that evolves alongside the community, helping Council and Administration remain focused on the opportunities that will have the greatest positive impact on the Municipality of Montcalm.

Ultimately, this plan is about more than municipal projects or infrastructure investments. It is about building upon the strengths of today while creating new opportunities for tomorrow. It reflects a shared commitment to responsible leadership, collaboration, and ensuring that the Municipality of Montcalm continues to be a place where people are proud to live, work, invest, and raise their families.



Strategic Planning Process

The Rural Municipality of Montcalm’s 2026–2031 Strategic Plan was developed through a collaborative planning process designed to ensure the final document reflected the priorities, experiences, and aspirations of Council, Administration, Management, residents, businesses, and community stakeholders. The process combined research, community engagement, organizational input, and strategic planning session to create a practical roadmap for the municipality’s future.

The strategic planning process included:

- Nine one-on-one interviews with members of Council, the Chief Administrative Officer, and members of the Management Team;
- A community-wide public survey, available in both paper and online formats, with 101 completed responses, providing residents with an opportunity to share their perspectives on municipal priorities and future opportunities;
- Bilingual public engagement materials, including public notices and the community survey, provided in both English and French to encourage broad participation and reflect the Municipality’s commitment as an active member of the Manitoba Association of Bilingual Municipalities (AMBM);
- Review of municipal background information, documents, and community data to better understand current conditions and emerging trends;
- Analysis of demographic and socio-economic information to support evidence-informed decision-making;
- A facilitated Strategic Planning Session involving Council, Administration, and Management to review engagement findings, complete strategic planning exercises, and establish long-term priorities;
- SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis to identify the municipality’s internal strengths and external opportunities and challenges;
- Collaborative development of the Municipality’s Vision, Mission, Core Values, and Seven Strategic Pillars that will guide decision-making over the next five years.

The strategic planning session provided an opportunity for Council and Administration to step back from the day-to-day responsibilities of municipal government and focus on the long-term future of the Municipality. Building on the information gathered throughout the engagement process, participants explored the municipality’s strengths, discussed emerging challenges, identified opportunities for growth, and established a clear strategic direction for the years ahead.

The Municipality’s commitment to bilingual service was reflected throughout the planning process. As an active member of the Manitoba Association of Bilingual Municipalities (AMBM), public notices and the community survey were provided in both English and French, ensuring residents had the opportunity to participate and share their perspectives in the official language of their choice.

Throughout the planning process, several themes consistently emerged. Participants emphasized the importance of:

- supporting sustainable community growth and expanding housing opportunities;
- investing in infrastructure, water, wastewater, and drainage readiness;
- strengthening economic development, business attraction, and industrial growth;
- increasing tourism, marketing, and community visibility;
- celebrating Montcalm’s unique identity, bilingual heritage, and culture;
- enhancing recreation, quality of life, and opportunities for families; and
- maintaining operational excellence through strong governance, responsible financial stewardship, and meaningful resident engagement.

The result is a Strategic Plan grounded in collaboration, informed by community input, supported by research, and focused on practical implementation. It provides Council and Administration with a clear framework for decision-making while ensuring the Municipality remains responsive to community needs, prepared for future opportunities, and committed to building a strong and sustainable future.

A Roadmap for the Chapters Ahead

Strategic planning is about more than identifying priorities. It begins with understanding the community, the Municipality's responsibilities, and the voices of those it serves.

For that reason, this Strategic Plan is organized to guide readers through the same journey Council and Administration followed during the planning process.

The chapters that follow begin by exploring the Rural Municipality of Montcalm's history, identity, regional context, and legislative responsibilities before sharing what was heard through community engagement.

Together, these foundations provide the context for the Vision, Mission, Core Values, and Strategic Pillars that will guide Council's decisions, Administration's work, and the Municipality's future over the coming years.





Honouring Our Heritage. Building Our Future.

Strategic planning is not only about preparing for future growth, but also about preserving and celebrating the people, stories, and places that define the community's identity. The Rural Municipality of Montcalm is a community deeply rooted in history, agriculture, and Francophone culture.

Since its incorporation on May 25, 1881, the Municipality has grown through the determination of pioneer families who established farms, built businesses, founded churches and schools, and created close-knit communities that continue to define the region today. The Municipality was named after Louis-Joseph de Montcalm, Marquis de Montcalm, the French military commander whose name reflects the area's enduring French-Canadian heritage.

Located in Manitoba's Pembina Valley Region, Montcalm is comprised of the communities of St. Joseph, Letellier, St. Jean Baptiste, and Ste. Elizabeth, with rural communities on both the East and West Side of the Red River. While each community has developed its own unique identity and traditions over time, the communities are connected through a shared history of agriculture, Francophone heritage, volunteerism and rural living. These shared values continue to shape the Municipality's identity and contribute to the welcoming rural lifestyle residents enjoy today. Agriculture has long been the foundation of Montcalm's economy and way of life. Generations of farming families transformed the fertile Red River Valley into productive agricultural land, creating a legacy of hard work, innovation, and stewardship that remains central to the Municipality's economy. Over time, local businesses, schools, recreation facilities, and community organizations have further strengthened the region, helping create vibrant communities while preserving their rural character.

Montcalm's heritage is not simply remembered; it is actively celebrated. The Musée St. Joseph Museum serves as one of Manitoba's premier rural heritage museums, preserving more than a century of local history through its historical village, agricultural village, restored buildings, pioneer homes, church, school, blacksmith shop, woodworking shop, and extensive collections reflecting the agricultural development of the Municipality, including Manitoba's sugar beet industry. Through its exhibits and educational programming, the museum helps ensure that the stories of early settlers and community builders continue to be shared with future generations.

Community celebrations also play an important role in preserving Montcalm's heritage. The annual Montcalm Heritage Festival, hosted at the Musée St. Joseph Museum, brings residents and visitors together to celebrate the Municipality's history through historical interpreters, demonstrations, music, food, agricultural exhibits, family activities, and community traditions. Throughout the year, events such as the Snow Crusher in Letellier and the St. Jean Quad Derby further reflect the strong volunteer spirit and community pride that continue to connect residents across the Municipality.

While Montcalm proudly honours its past, it is equally focused on its future. The same values that shaped the Municipality, hard work, collaboration, resilience, bilingualism, and a strong sense of community, continue to guide Council's decisions today. This Strategic Plan builds upon those enduring foundations, ensuring that future growth respects the Municipality's heritage while creating new opportunities for residents, businesses, and future generations.

Celebrating Our Francophone Roots

The Rural Municipality of Montcalm is proud of its rich Francophone heritage, which has shaped the municipality's identity for generations. French language, culture, traditions, and community life continue to play an important role alongside English, creating a welcoming bilingual municipality that values diversity while honouring its history. As a member of the Manitoba Association of Bilingual Municipalities (AMBM), Montcalm recognizes bilingualism as more than a service, it is part of the community's identity. This heritage is reflected in local institutions, community events, places of worship, the school, businesses, and the everyday lives of residents. Preserving this unique cultural identity while welcoming new residents and supporting future growth is an important part of ensuring Montcalm remains a vibrant, inclusive, and resilient community for generations to come.

Community Profile & Regional Context

Regional Location & Strategic Advantage

Located approximately 60 kilometres south of Winnipeg in the heart of Manitoba's fertile Red River Valley, the Rural Municipality of Montcalm enjoys a strategic location within the Pembina Valley Region. Direct access to Provincial Trunk Highway 75, Provincial Road 201, and the Canadian National Railway corridor provides strong transportation connectivity while linking the Municipality to Winnipeg, the Emerson Port of Entry, and United States markets.

Agriculture, Business & Economic Opportunity

Agriculture has long been the foundation of Montcalm's economy and remains one of its greatest strengths. Fertile farmland, generations of agricultural expertise, and a diverse agri-business sector continue to support local employment, entrepreneurship, and investment. The Municipality has also demonstrated its ability to attract significant private investment through the St. Joseph Wind Farm, one of Manitoba's largest renewable energy projects and the 29th largest wind plant in Canada, reinforcing Montcalm's reputation as a community that embraces innovation while respecting its agricultural roots. Beyond supporting Manitoba's clean energy future, the wind farm contributes to the Municipality's assessment base and serves as an important source of long-term municipal revenue for our community.

Community Character & Quality of Life

Montcalm offers a unique blend of rural living, rich agricultural traditions, bilingual culture, and community pride. The communities of St. Joseph, Letellier, and St. Jean-Baptiste each contribute to the Municipality's identity through their history, local amenities, recreation opportunities, and cultural traditions. Together with the Red, Roseau, and Plum Rivers, these assets help create a high quality of life for residents while enhancing the Municipality's appeal for families, businesses, and visitors.

Planning for the Future

Montcalm is well positioned to build upon its many strengths while preparing for future opportunities. This Strategic Plan reflects Council's commitment to responsible growth, sound governance, strategic investment, and long-term sustainability, ensuring the Municipality remains a vibrant place to live, work, invest, and raise a family for generations to come.



Community Snapshot

1,278

POPULATION
2021 CENSUS

2.7

RESIDENTS PER SQ. KM
POPULATION DENSITY

COMMUNITIES:

ST. JEAN-BAPTISTE, ST. JOSEPH,
LETELLIER & STE. ELIZABETH

Pembina Valley

REGION

468.25

SQ. KM
LAND AREA

\$69,500

MEDIAN HOUSEHOLD INCOME
AFTER TAX

Agriculture

MAJOR EMPLOYMENT SECTOR

PRIMARY INDUSTRIES:

AGRICULTURE, TRANSPORTATION
& WAREHOUSING, MANUFACTURING,
HEALTH CARE & SOCIAL ASSISTANCE

\$231,000

AVERAGE SINGLE
DETACHED HOME VALUE
2021

490

OCCUPIED PRIVATE DWELLINGS

60

KM
DISTANCE TO WPG
APPROXIMATE

May 25, 1881

DATE INCORPORATED
PROUD BILINGUAL MUNICIPALITY AND
MEMBER OF THE MANITOBA ASSOCIATION
OF BILINGUAL MUNICIPALITIES

RECREATION:
COMMUNITY HALLS, ARENAS, PARKS,
CAMPGROUND, MUSEUM, SPLASH PAD,
TRAILS, & ANNUAL EVENTS

Fertile Red River Valley

AGRICULTURAL LANDSCAPE

Red River, Roseau River & Plum River

RIVERS

138 MW St. Joseph Wind Farm

RENEWABLE ENERGY SOURCE
60 TURBINES

École Régionale Saint Jean Baptiste

K-12 SCHOOL

Volunteer Fire Departments

FIRE PROTECTION

TRANSPORTATION CORRIDORS:
PROVINCIAL TRUNK HWY 75,
PROVINCIAL RD 201, CANADIAN
NATIONAL RAILWAY CORRIDOR,
APPROXIMATELY 35KM TO THE EMERSON PORT
OF ENTRY FOR INTERNATIONAL TRADE



Core Municipal Functions

Under The Manitoba Municipal Act and other provincial legislation, municipalities are responsible for delivering a wide range of essential services and programs that support residents, businesses, and communities.

These core municipal functions support the daily lives of residents, protect public infrastructure, promote public safety, guide responsible growth, and help ensure the long-term sustainability of the municipality for current community members and future generations.

The strategies and initiatives we work to achieve as part of the Montcalm Community Strategic Plan must fall within our municipal mandate.



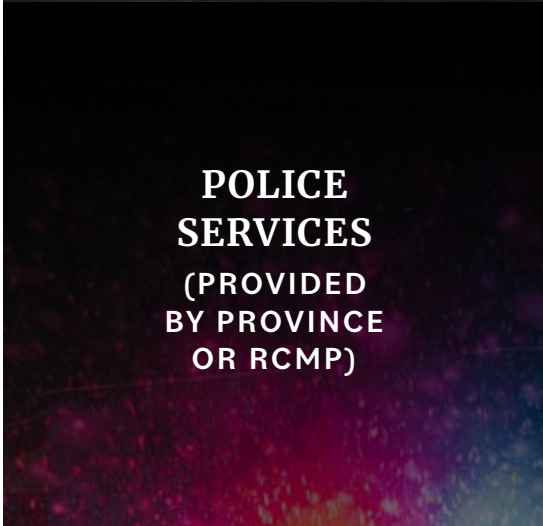
**EMERGENCY
MANAGEMENT**



**BY-LAW
ENFORCEMENT**



**FIRE
SERVICES**



**POLICE
SERVICES
(PROVIDED
BY PROVINCE
OR RCMP)**



**RECREATION
PROGRAMS &
SERVICES**



**GOVERNMENT
& CORPORATE
POWERS**



**LAND USE
PLANNING**



**ECONOMIC
DEVELOPMENT**



**MUNICIPAL ROAD
MAINTENANCE**



**WATER &
WASTEWATER
MANAGEMENT**



**WEED
CONTROL**



**ANIMAL
CONTROL**

Role Of Council

The RM of Montcalm Council is tasked with providing leadership and governance, making decisions for the municipality regarding services, policies, and programs. As mandated by The Manitoba Municipal Act, Council is obligated to make decisions that benefit the municipality as a whole. Each Council member must prioritize the needs of the entire municipality, rather than focusing solely on the ward or area they represent.

Regarding strategic planning, Council's responsibilities include:



Monitoring and evaluating the success of strategic objectives, approving adjustments as necessary



Ensuring resources are provided to achieve Council's strategic goals



Communicating updates to the community regarding the status of strategic goals and celebrating success



Developing and evaluating the policies and programs for the RM of Montcalm that align with the long-term, strategic objectives of the municipality



Reviewing the strategic plan throughout their term in office to ensure the plan is still responding well to internal and external pressures on the municipality and capturing opportunities

Role Of Administration

The Administration, led by the CAO and Management, is responsible for advising and executing the strategic decisions and policies set by Council. The RM of Montcalm Administration and staff manage day-to-day operations within the municipality, overseeing service delivery, engaging with the public, and preparing policy recommendations for Council's consideration.

In terms of the strategic plan, Administration's role includes:



Implementing and monitoring the strategic decisions of Council



Ensuring current services and programs align with the strategic plan



Managing and leading all employees to accomplish strategic goals



Ensuring the efficient use of municipal funds and resources



Developing policies and procedures that support the successful implementation of the strategic plan, such as the annual budget proposal



Providing advice and support to Council based on their expertise and operational experience



Making decisions that support the overall well-being of the municipality

Together, Council and Administration, residents, and all community stakeholders play an essential role in ensuring the RM of Montcalm remains a strong, connected, sustainable, and future-focused municipality.



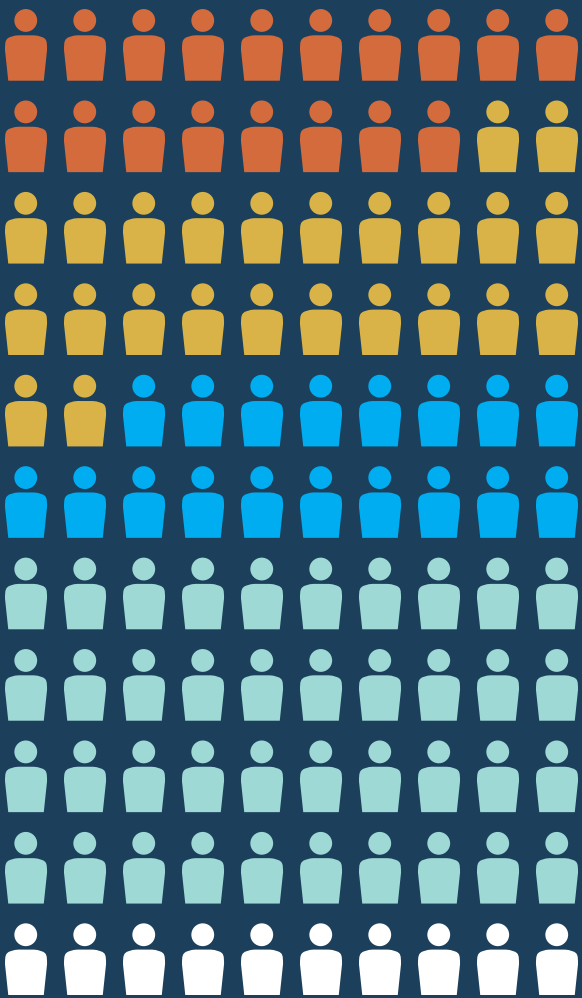
Community Engagement Findings

Community engagement is the foundation of an effective strategic plan. The Rural Municipality of Montcalm engaged Council, Administration, staff, and residents through interviews, a facilitated strategic planning session, and online and paper surveys available in both English and French.

The engagement process provided valuable insight into community priorities, municipal strengths, future opportunities, and the issues most important to residents. These findings directly informed the Vision, Mission, Values, and Strategic Priorities



Participant Profile: Total of 110 Participants



LENGTH OF RESIDENCY

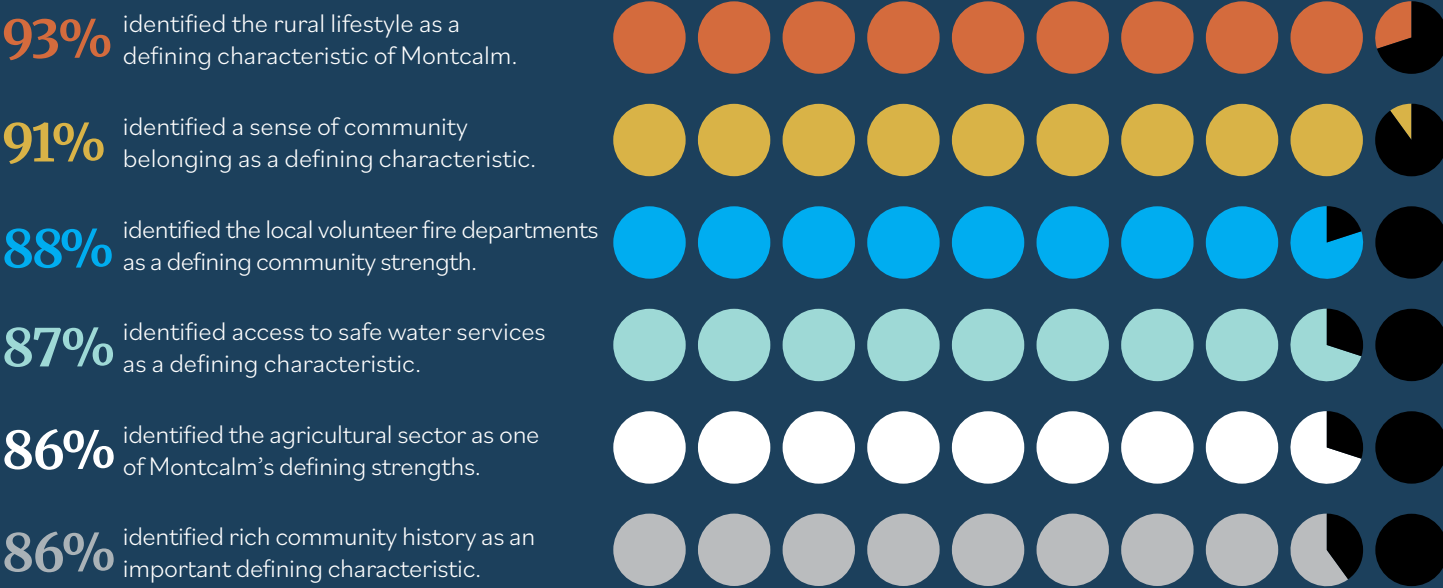
- 16% of respondents have lived in Montcalm for 1–5 years.
- 22% of participants have lived in the municipality for 6–15 years.
- 16% of respondents have lived in Montcalm for 16–25 years.
- 37% of respondents have lived in Montcalm for 26+ years.
- 9% of respondents did not reside in the municipality but owned land.

The survey reflected perspectives from both long-term residents and newer community members, providing valuable insight into both the municipality’s history and its future opportunities.

Community Identity & Pride

Residents, Council, Administration, and staff consistently identified Montcalm’s rural lifestyle, agricultural roots, bilingual heritage, community history, and welcoming atmosphere as defining characteristics of the municipality. Council discussions also highlighted strong organizational culture, dedicated staff, community partnerships, and volunteerism as important municipal strengths.

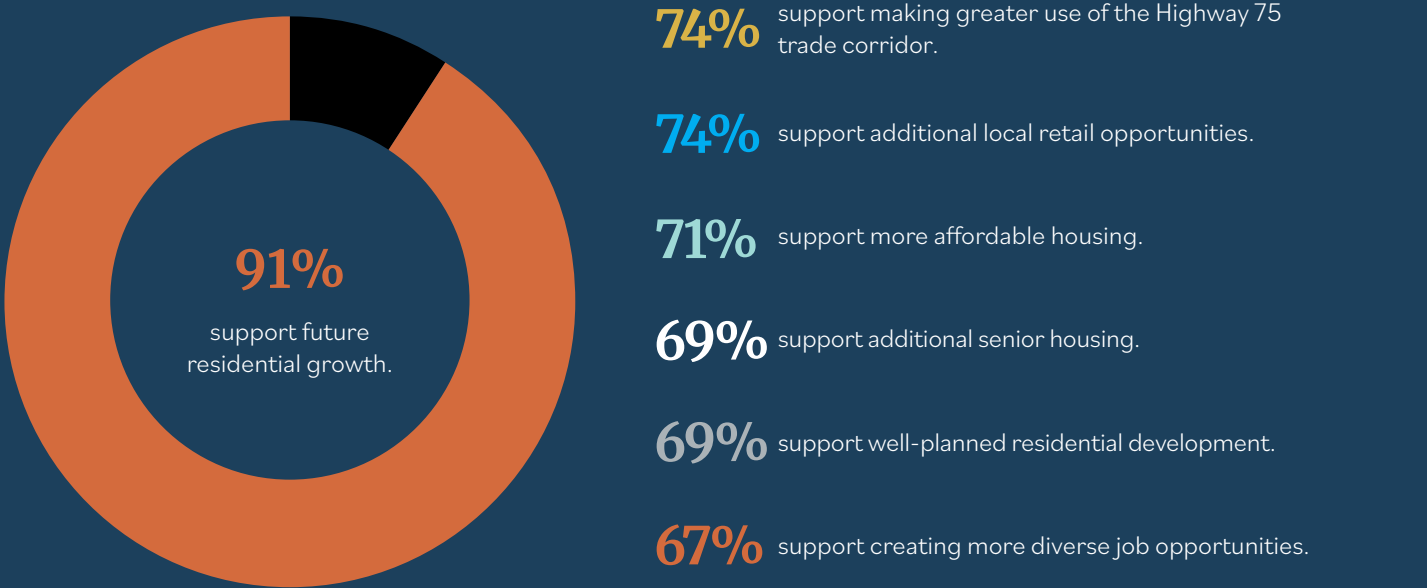
KEY FINDINGS



Growth, Housing & Economic Development

Survey participants supported responsible residential growth while recognizing the importance of planning for housing, infrastructure, and economic development. Council and Administration also identified Highway 75, regional partnerships, agriculture, industrial opportunities, and business attraction as important opportunities for future growth. Council identified affordable housing, industrial development, commercial growth, business attraction, and economic diversification as long-term priorities.

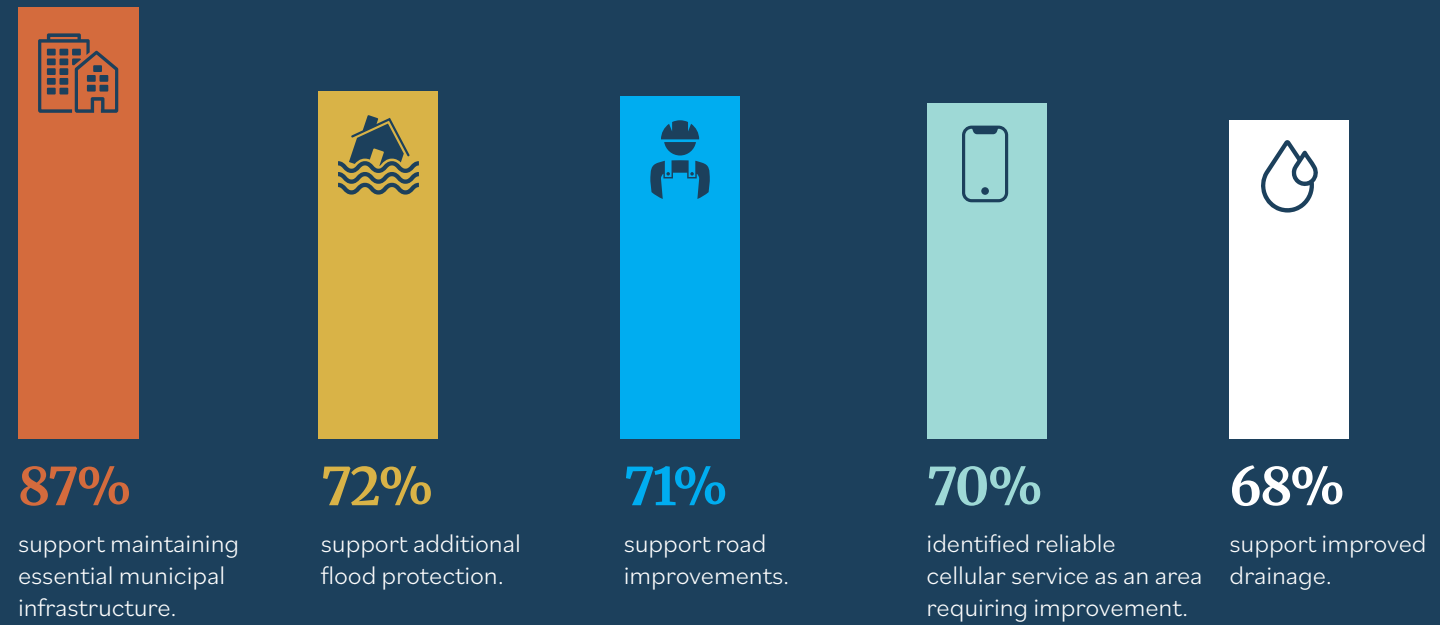
KEY FINDINGS



Growth, Housing & Economic Development

Maintaining and investing in municipal infrastructure emerged as one of the municipality’s highest priorities. Throughout the engagement process, participants emphasized roads, drainage, flood protection, wastewater capacity, and long-term infrastructure planning as essential to supporting future growth and maintaining municipal services. Council identified lagoon capacity, drainage management, flood protection, and long-term infrastructure planning as critical priorities.

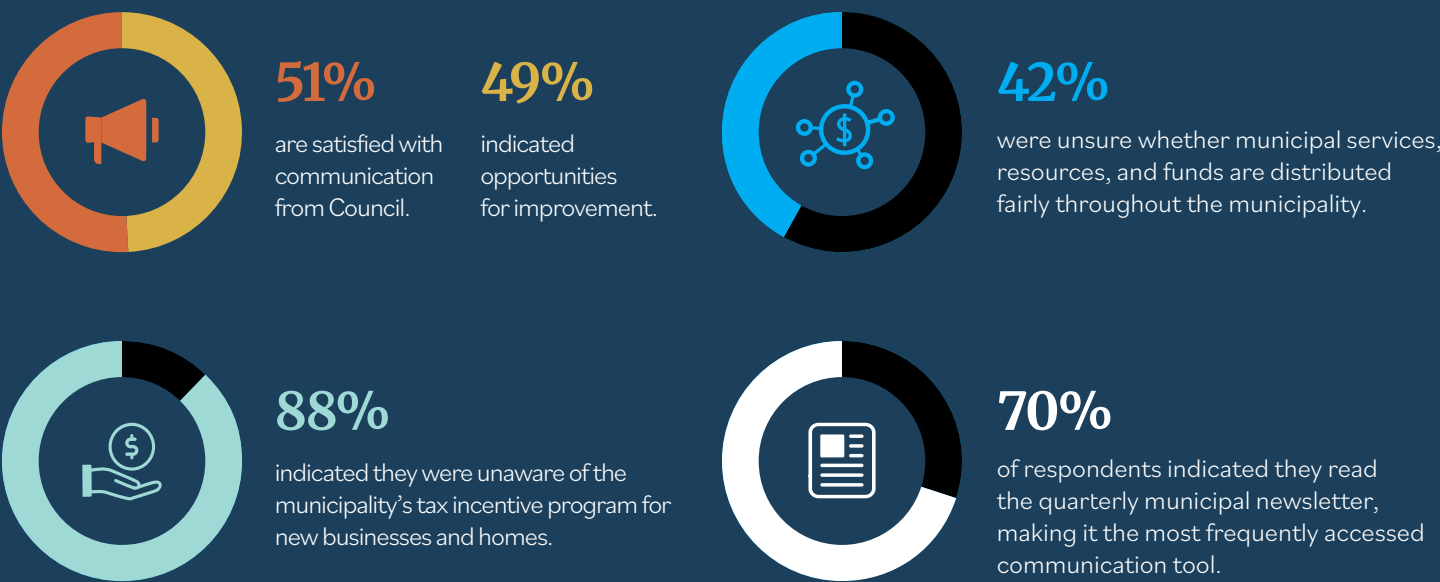
KEY FINDINGS



Communication & Governance

The engagement process highlighted opportunities to continue strengthening communication and public awareness of municipal initiatives. Council and Administration similarly recognized communication, transparency, and resident engagement as important components of effective municipal governance.

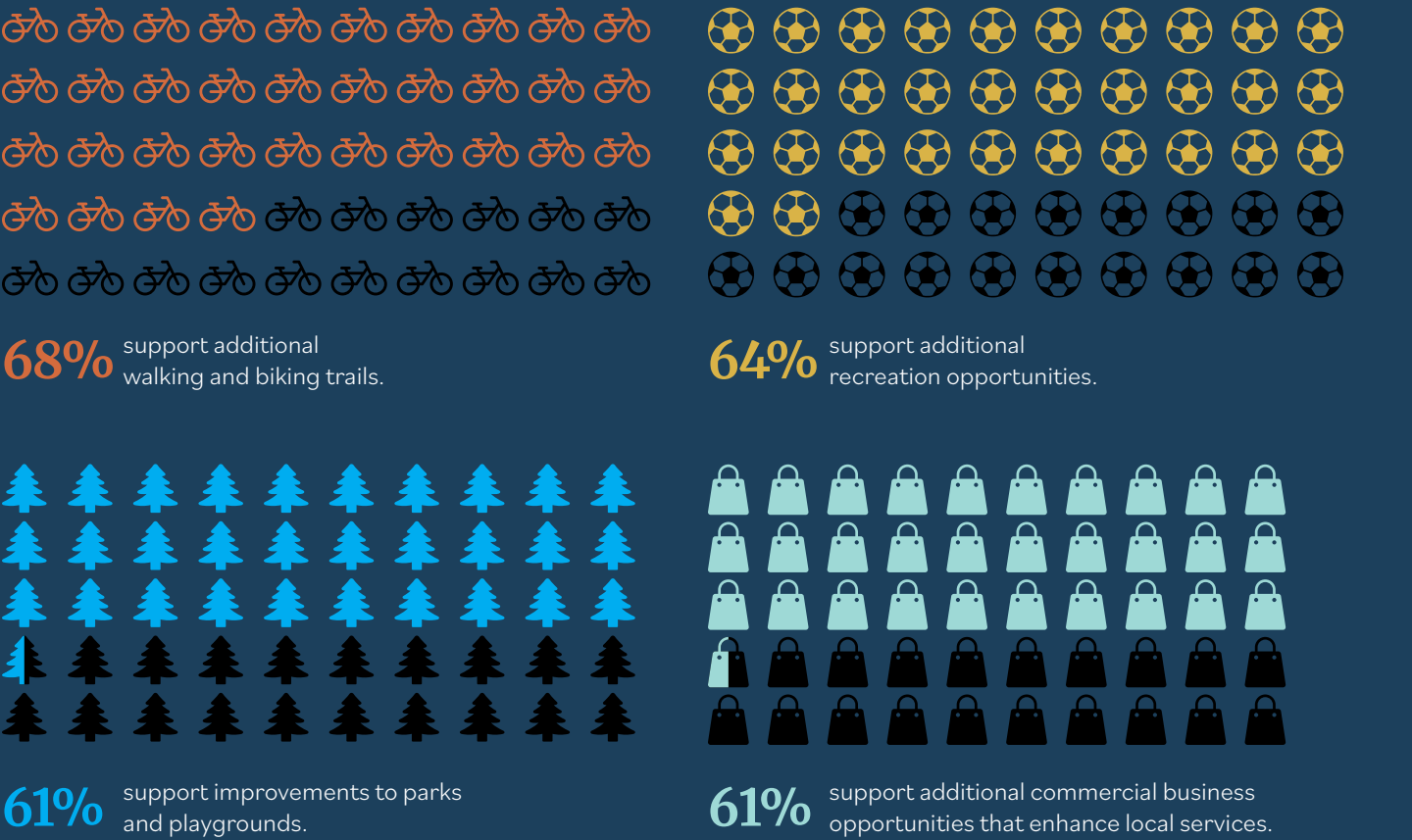
KEY FINDINGS



Recreation & Quality of Life

Residents identified recreation, trails, parks, community facilities, and local events as important contributors to quality of life. Survey comments demonstrated interest in expanding recreational opportunities for children, youth, adults, and seniors while continuing to support the facilities and volunteer organizations that strengthen community life. Survey participants frequently identified organized sports, trails, family events, festivals, fitness programs, and community gathering opportunities as future priorities.

KEY FINDINGS



Building One Municipality

One of the most meaningful themes emerging from Council discussions, Administration interviews, staff engagement, and community feedback was the opportunity to strengthen connections across the municipality’s distinct communities. Participants expressed pride in their local communities while also recognizing the importance of working together toward a shared future for the Rural Municipality of Montcalm.

Discussions highlighted opportunities to strengthen collaboration, improve communication, promote fairness and transparency, and continue building trust between residents, Council, Administration, and the municipality’s communities. Participants emphasized that future success will depend not only on infrastructure and economic development, but also on fostering a shared sense of purpose, respect, and community pride throughout the municipality.

KEY FINDINGS

- Council and Administration identified community division as an ongoing challenge requiring thoughtful leadership.
- Residents frequently commented on fairness in municipal investment and service delivery across communities.
- Participants emphasized preserving the unique identity of each community while strengthening the municipality as a whole.
- Building stronger relationships, trust, communication, and collaboration emerged as recurring themes throughout the engagement process.



Strong Foundations & Exciting Opportunities

Planning for the future begins with understanding where we are today. Throughout the strategic planning process, residents, Council, Administration, and staff identified many strengths that position Montcalm for continued success, along with opportunities that will shape the municipality’s future. Building on these strengths while addressing emerging challenges will help ensure Montcalm remains a vibrant, resilient, and welcoming community for generations to come.

Strong Foundations

- Collaborative Council, “strong CAO,” dedicated staff, and strong organizational culture
- Rich French heritage, pride across our unique communities, and volunteer spirit
- Highway 75 trade corridor and regional partnerships
- Strong agricultural economy and growing opportunities for business
- Healthy financial position, municipal reserves, and responsible governance
- Significant windmill revenue for financial sustainability and less reliance on tax revenue
- Safe, welcoming communities with excellent recreation and community facilities
- Proximity to City of Winnipeg
- Reliable water, wastewater, and municipal services
- Strong sense of community and quality of life

Exciting Opportunities

- Expand housing options, including affordable and senior housing
- Support commercial, industrial, and business development
- Promote tourism, local attractions, and community marketing
- Invest in roads, drainage, flood protection, and infrastructure renewal
- Strengthen recreation, parks, trails, and beautification initiatives
- Preserve French language, heritage, and community identity
- Enhance communication, public engagement, and community unity
- Build partnerships with neighbouring municipalities, Indigenous communities, developers, and regional organizations

Challenges to Address

- Clear priorities and direction for Council and staff
- Aging infrastructure and increasing high replacement costs
- Flood protection and drainage management
- Limited residential land and housing availability
- Slow population growth and limited workforce attraction
- Inflation, provincial funding pressures, and downloading
- Staff succession planning and maintaining organizational capacity
- Balancing future growth while preserving Montcalm’s rural character

Vision, Mission & Core Values

The Vision, Mission, and Core Values represent the foundation of Montcalm’s Community Strategic Plan. Developed through Council, Administration, staff, and community engagement, they reflect a shared commitment to preserving what makes Montcalm unique while planning responsibly for the future. Together, they provide the framework for decision-making, guide municipal priorities, and support a consistent approach to governance, service delivery, and long-term community growth.

OUR VISION

A progressive bilingual rural municipality that supports local enterprise and agriculture, attracts new investment, and builds strong partnerships to strengthen our communities, economy, and regional future.

OUR MISSION

To work collaboratively with residents and regional partners to deliver essential services, support economic development, and build welcoming and resilient communities for generations to come.

CORE VALUES

- Governance**
We are committed to transparent, accountable, and ethical leadership that builds trust, encourages collaboration, and supports informed decision-making in the best interests of the municipality.
- Fiscal Responsibility**
We manage public resources responsibly, make thoughtful long-term investments, and strive to balance today’s needs with tomorrow’s opportunities.
- Team Unity**
We value teamwork, respectful relationships, and collaboration among Council, Administration, staff, volunteers, residents, and regional partners, recognizing that our greatest successes are achieved by working together.
- Legacy**
We honour Montcalm’s rich history, French heritage, agricultural traditions, and identity while planning thoughtfully for future generations.
- Respect & Integrity**
We treat one another with honesty, professionalism, fairness, and respect, fostering a culture of inclusion, accountability, and service excellence.
- Volunteerism**
We recognize and celebrate the dedication of volunteers whose time, leadership, and community spirit strengthen the municipality and enhance the quality of life for all residents.



Our Strategies For Success: Seven Strategic Pillars

The Strategic Pillars represent the RM of Montcalm’s highest priorities for the next four years. Developed through community engagement, Council discussions, staff input, and a strategic planning workshop, these pillars reflect a shared vision for the municipality’s future. Together, they provide the framework for Council’s decision-making, guide municipal investments, and establish the key areas where focused action will strengthen communities, support economic prosperity, protect essential infrastructure, celebrate Montcalm’s bilingual heritage, and enhance the quality of life for residents. While each pillar addresses a distinct area of responsibility, they are interconnected and collectively support the municipality’s long-term vision of building a progressive, resilient, and sustainable future.

	Community Growth & Housing Development
	Infrastructure, Water, Wastewater & Drainage Readiness
	Economic Development, Business Attraction & Industrial Growth
	Tourism, Marketing & Community Visibility
	Community Identity, French Heritage & Cultural Vitality
	Recreation, Families & Quality of Life
	Operational Excellence, Governance & Resident Engagement

Each Strategic Pillar is supported by a series of goals and initiatives that translate Council’s vision into meaningful action. Together, they provide a roadmap for decision-making, resource allocation, and measurable progress while ensuring the municipality remains responsive to changing community needs and emerging opportunities.

Strategic Priority

The strategic planning session provided an opportunity for Council and Administration to step back from the day-to-day responsibilities of municipal government and focus on the long-term future of the Municipality. Building on the information gathered throughout the engagement process, participants explored the municipality’s strengths, discussed emerging challenges, identified opportunities for growth, and established a clear strategic direction for the years ahead.

Strategic Initiatives

1.1 EXPAND HOUSING OPPORTUNITIES

- Develop a long-term housing strategy/housing needs assessment for the municipality.
- Consider housing options that attract skilled workers.
- Encourage affordable, family, and rental housing options.
- Support “aging in place” and keeping seniors in our communities.
- Explore and promote housing opportunities throughout the municipality’s communities.

1.2 SUPPORT RESPONSIBLE RESIDENTIAL GROWTH

- Encourage planned residential growth that reflects Montcalm’s rural character and long-term vision.
- Ensure future development is supported by appropriate municipal infrastructure and services.
- Review planning policies to facilitate sustainable growth.
- Create a residential growth strategy with priority zones, servicing plans and share property tax incentives.
- Address limited land for development through land-use planning updates.

1.3 STRENGTHEN COMMUNITY DEVELOPMENT

- Build partnerships with developers, regional organizations, indigenous neighbours and other stakeholders.
- Promote Montcalm as an attractive place to live, work, raise a family, and invest.
- Improve marketing of residential opportunities.
- Support development that strengthens the local economy and municipal assessment base.

1.4 PLAN FOR THE FUTURE

- Coordinate future growth with long-term infrastructure and financial planning.
- Preserve agricultural land, natural assets, and community identity while accommodating growth.
- Monitor community needs and adapt planning strategies to support long-term sustainability



Infrastructure, Water, Wastewater & Drainage Readiness

02

Strategic Priority

Reliable infrastructure is fundamental to maintaining a safe, resilient, and growing municipality. Throughout the strategic planning process, residents, Council, Administration, and staff consistently identified infrastructure renewal, drainage, flood protection, and long-term asset

management planning as priorities for Montcalm's future. As the municipality continues to

grow, strategic investments in roads, bridges, water, wastewater, drainage, and municipal facilities will be essential to supporting residents, businesses, agriculture, and future development. Through proactive planning, responsible financial management, and regional collaboration, Montcalm will ensure its infrastructure remains reliable, sustainable, and prepared to meet future needs.

Strategic Initiatives

2.1 STRENGTHEN WATER, WASTEWATER & UTILITY INFRASTRUCTURE

- Develop and update a long-term, proactive capital plan for water, wastewater, and lagoon capacity.
- Share existing plans with the community so residents are aware of future infrastructure projects in the queue.
- Replace aging water and wastewater infrastructure and modernize municipal utilities.
- Ensure municipal servicing supports future residential, commercial, and industrial growth.

2.2 CONTINUE TO IMPROVE DRAINAGE & FLOOD RESILIENCY

- Advance drainage improvement and flood mitigation projects.
- Continue working with provincial and regional partners to improve drainage systems.
- Incorporate climate resilience into long-term infrastructure planning, drought ready and flood ready.

2.3 MAINTAIN & RENEW MUNICIPAL INFRASTRUCTURE

- Continue investing in roads, bridges, municipal facilities, and Public Works equipment.
- Implement long-term asset management practices to maximize infrastructure life cycles.
- Prioritize preventative maintenance and strategic capital renewal.

2.4 PLAN FOR LONG-TERM INFRASTRUCTURE SUSTAINABILITY

- Develop a 5-year capital infrastructure and funding plan.
- Explore regional partnerships for shared infrastructure opportunities, including wastewater servicing where appropriate.
- Continue advocating for provincial and federal investment in highway, road infrastructure, cell towers and flood resilience measures.
- Pursue grant funding and other financial opportunities to support major infrastructure investments.



Economic Development, Business Attraction & Industrial Growth

03

Strategic Priority

A strong and diversified economy is essential to creating employment opportunities for residents, supporting local businesses, and ensuring the long-term sustainability of the Rural Municipality of Montcalm. Throughout the strategic planning process, Council, Administration, staff, and residents identified economic development as a priority, recognizing Montcalm's strategic location along the Highway 75 trade corridor, its strong agricultural foundation, and its potential to attract new commercial, industrial, and entrepreneurial investment. By building on these competitive advantages, strengthening regional partnerships, and creating a business-friendly environment, Montcalm will encourage sustainable economic growth while preserving the rural character and quality of life that define the municipality.

Strategic Initiatives

3.1 EXPAND BUSINESS & INDUSTRIAL DEVELOPMENT

- Support local job fair that showcases employment opportunities in the municipality and region.
- Develop and market an industrial park and business development area.
- Identify and promote opportunities for commercial and industrial investment to help create a business destination.
- Encourage development that strengthens the municipal assessment base and creates local employment opportunities.

3.2 SUPPORT LOCAL BUSINESS & ENTREPRENEURSHIP

- Attract retail and commercial services that meet the needs of residents and businesses with tax incentives and other options.
- Support entrepreneurship, small and medium sized business development, and business retention.
- Foster a business-friendly environment that encourages investment and innovation.

3.3 LEVERAGE STRATEGIC ASSETS & REGIONAL PARTNERSHIPS

- Promote Montcalm's strategic location along the Highway 75, PTH 14, and PR 23 transportation corridors.
- Strengthen partnerships with neighbouring municipalities, regional organizations, developers, and economic development agencies.
- Leverage existing municipal assets, including the municipality's strong agricultural economy and renewable energy assessment base, while evaluating future opportunities that align with Council's strategic direction.

3.4 STRENGTHEN MONTCALM'S ECONOMIC PROFILE, PROMOTE INVESTMENT & COMMUNITY COMPETITIVENESS

- Develop a coordinated economic development branding and marketing strategy.
- Promote Montcalm as an attractive location to live, work, invest, and do business.
- Pursue funding opportunities and strategic partnerships that support long-term economic growth.



Strategic Priority

Montcalm's unique history, French heritage, natural landscapes, recreational amenities, and vibrant communities contribute to a strong sense of place and provide opportunities to attract visitors, residents, and investment. Throughout the strategic planning process, Council, Administration, staff, and residents identified the importance of promoting the municipality's assets, strengthening tourism opportunities, and creating a consistent community identity. By enhancing marketing, celebrating local heritage, improving visitor experiences, and building regional partnerships, Montcalm will increase its visibility while supporting economic development and community pride.

Strategic Initiatives

4.1 DEVELOP MONTCALM'S TOURISM STRATEGY

- Prepare a comprehensive tourism marketing strategy that showcases Montcalm's attractions, community events, experiences, and rural lifestyle.
- Promote key tourism assets, including the campground, ATV Derby, trail systems, heritage sites, and community events.
- Expand seasonal tourism opportunities that encourage visitors to explore the municipality throughout the year.

4.2 ENHANCE VISITOR EXPERIENCES & COMMUNITY ASSETS

- Continue enhancing the municipal campground and recreational amenities.
- Invest in community attractions that improve the visitor experience and quality of life for residents.
- Promote parks, the splash pad, trails, and other community amenities as destinations for residents and visitors.
- Collaborate with local businesses, tourism operators, and community organizations to strengthen Montcalm's visitor economy and promote local products and services.

4.3 CELEBRATE HERITAGE & STRENGTHEN COMMUNITY IDENTITY

- Promote Montcalm's French heritage through museums, festivals, cultural events, and historical attractions.
- Improve municipal signage, website enhancement, wayfinding, and community gateways to create a welcoming and recognizable identity.
- Celebrate the unique character and history of each community while promoting Montcalm as one municipality.

4.4 STRENGTHEN MARKETING & REGIONAL PARTNERSHIPS

- Develop a consistent municipal communications and branding strategy.
- Build partnerships with tourism organizations, neighbouring municipalities, and regional agencies to increase tourism opportunities.
- Promote Montcalm as a destination to live, work, visit, and invest through coordinated marketing initiatives.

Strategic Priority

Montcalm's French heritage, agricultural traditions, volunteer spirit, and strong sense of community are defining characteristics that contribute to the municipality's identity and quality of life. Throughout the strategic planning process, residents, Council, Administration, and staff consistently expressed the importance of preserving Montcalm's bilingual heritage, celebrating its history, supporting community organizations, and fostering a strong sense of belonging across all communities. By embracing its unique identity while welcoming future growth, Montcalm will continue to build vibrant, inclusive communities that honour the past while looking confidently toward the future.

Strategic Initiatives

5.1 CELEBRATE & PRESERVE FRENCH HERITAGE

- Support initiatives that preserve and celebrate Montcalm's bilingual and French cultural heritage.
- Partner with local organizations to promote French language, history, traditions, and cultural events.
- Promote immersion school.
- Encourage opportunities that celebrate the municipality's unique historical identity.

5.2 STRENGTHEN COMMUNITY IDENTITY

- Foster pride in Montcalm's communities while promoting a shared municipal identity.
- Celebrate local history, Metis heritage, achievements, and community milestones.
- Encourage initiatives that strengthen connections between residents and communities.

5.3 SUPPORT COMMUNITY ORGANIZATIONS & VOLUNTEERS

- Continue supporting volunteer organizations that contribute to community life with Board training, terms of reference and funding opportunities.
- Recognize and celebrate the contributions of volunteers, service clubs, and community leaders.
- Encourage partnerships that strengthen community capacity and local initiatives.
- Work with partners including the school division to lobby for an English-speaking school and additional daycare spaces in the municipality.

5.4 BUILD INCLUSIVE & CONNECTED COMMUNITIES

- Encourage opportunities that bring residents together through community events and cultural activities.
- Promote welcoming and inclusive communities that value diversity, respect, and collaboration.
- Support initiatives that strengthen relationships across all communities within the municipality.
- Promote initiatives that strengthen collaboration and foster a shared identity across St. Jean-Baptiste, St. Joseph, Letellier, and the surrounding rural areas while respecting the unique character of each community.

Strategic Priority

Strong communities are built by investing in recreational opportunities, public spaces, and services that enhance residents' quality of life.

Throughout the strategic planning process, residents, Council, Administration, and staff emphasized the importance of maintaining parks, trails, recreational facilities, and community gathering spaces while supporting the needs of children, youth, families, seniors, and active living. By continuing to invest in recreation, fostering healthy and connected communities, and enhancing community amenities, Montcalm will remain a welcoming place where people choose to live, work, raise families, and enjoy an exceptional rural lifestyle.

Strategic Initiatives

6.1 ENHANCE RECREATION FACILITIES & COMMUNITY AMENITIES

- Develop a recreation master plan to prepare for future expenditures and programming.
- Continue investing in parks, playgrounds, trails, community facilities, and recreational infrastructure.
- Maintain and enhance municipal recreation assets to meet the needs of residents of all ages.
- Plan for future recreation improvements that support community growth and quality of life.

6.2 SUPPORT FAMILIES, YOUTH & SENIORS

- Encourage recreational, social, and wellness opportunities that serve and help attract children, youth, families, and seniors.
- Support initiatives that promote active living, healthy lifestyles, and social connections.
- Work collaboratively with community organizations to expand recreational programming and services.

6.3 STRENGTHEN COMMUNITY SPACES & ACCESSIBILITY

- Improve community gathering spaces that encourage social interaction and community engagement.
- Assess the need for arena upgrades and plan for required expenditures.
- Enhance accessibility and inclusiveness within municipal parks, facilities, and public spaces.
- Support safe, welcoming, and accessible recreational environments throughout the municipality.

6.4 FOSTER HEALTHY & VIBRANT COMMUNITIES

- Encourage partnerships that expand recreational opportunities and community programming.
- Support volunteer organizations that contribute to recreation, sports, and community events.
- Monitor emerging recreation and community service needs to ensure municipal investments continue to reflect resident priorities.
- Pursue grant funding and other financial opportunities to support major infrastructure investments.



Strategic Priority

Good governance and exceptional municipal service delivery are the foundation of a responsive, accountable, and trusted municipality.

Throughout the strategic planning process, residents, Council, Administration, and staff recognized Montcalm's dedicated employees, collaborative Council-Administration relationship, and positive organizational culture as significant strengths. By investing in leadership development, attracting and retaining talented employees, strengthening communication and resident engagement, and maintaining sound financial stewardship, Montcalm will continue to provide exceptional municipal services, build public trust, and effectively implement Council's long-term strategic vision.

Strategic Initiatives

7.1 STRENGTHEN LEADERSHIP & ORGANIZATIONAL CAPACITY

- Support Council succession planning and leadership development.
- Continue to foster a Council culture that lobbies other levels of government and builds strategic partnerships.
- Ongoing cross-training for municipal staff.
- Develop staff succession plans, training, competitive wages and other strategies to attract and retain qualified employees.
- Preserve and strengthen the collaborative, respectful, and trust-based relationship between Council and Administration.
- Continue fostering and investing in a positive, inclusive, and high-performing workplace culture, an area Council, Administration and staff identified as one of Montcalm's greatest strengths.

7.2 ENHANCE GOVERNANCE EXCELLENCE

- Support ongoing professional development for Council, the CAO, and municipal leadership.
- Maintain governance practices that promote accountability, transparency, respectful debate, ethical decision-making, and a cohesive Council team.
- Regularly review municipal policies and governance practices to ensure they reflect legislative requirements and best practices.

7.3 STRENGTHEN RESIDENT COMMUNICATION & SERVICE DELIVERY

- Enhance communication through newsletters, digital platforms, public engagement opportunities, coffee with Council, off-site Council meetings, and other modern communication tools in French and English.
- Deliver exceptional municipal services that are responsive, timely, accessible, efficient, and focused on meeting the evolving needs of residents, businesses, and visitors.
- Foster meaningful resident engagement that supports informed decision-making and builds public trust, community unity and fairness.

7.4 ENSURE LONG-TERM ORGANIZATIONAL SUSTAINABILITY

- Maintain strong financial management, including healthy reserves, commercial and industrial tax revenue, grants, as well as responsible taxation practices.
- Continue recognizing and supporting volunteers who contribute to community success.
- Monitor progress on the Strategic Plan and regularly review priorities to ensure Council remains focused on achieving its long-term vision.



Implementation & Operational Alignment

This Strategic Plan provides a practical framework to guide decision-making, municipal investment, operational planning, and community development within the Rural Municipality of Montcalm over the next five years. Successful implementation will require ongoing collaboration between Council, Administration, staff, residents, businesses, community organizations, and regional partners. Maintaining alignment between Council’s strategic priorities, annual budgets, operational work plans, capital investments, infrastructure planning, and community expectations will be essential to achieving long-term success.

The Strategic Pillars, priorities, and initiatives outlined in this Plan are intended to guide decisions related to:



Recognizing that priorities and opportunities evolve over time, Council and Administration will review the Strategic Plan annually as part of the budget and operational planning process. Regular reviews will help monitor progress, evaluate emerging priorities, and ensure municipal resources remain aligned with Council’s strategic direction. Implementation will be supported through annual operational work plans that identify specific projects, timelines, responsibilities, and resource requirements. This approach will strengthen accountability, support informed decision-making, and ensure municipal efforts remain focused on the initiatives that matter most to the residents of Montcalm.

Ultimately, this Strategic Plan provides a foundation for coordinated decision-making, responsible investment, and sustainable growth. By aligning municipal operations with Council’s strategic priorities, the Rural Municipality of Montcalm will be well positioned to strengthen services, support economic prosperity, preserve its unique identity, and enhance quality of life for current and future generations.

Monitoring Progress & Future Review

Effective strategic planning requires ongoing monitoring, evaluation, and organizational alignment to ensure the Rural Municipality of Montcalm remains responsive to changing community needs, emerging opportunities, and evolving municipal priorities. Council and Administration recognize that this Strategic Plan is intended to be a living document that guides decision-making and supports continuous improvement. As priorities, infrastructure needs, funding opportunities, and community expectations evolve, the Plan should be reviewed regularly to ensure it continues to reflect Council’s vision and the needs of the municipality.

Council and Administration will use the Strategic Plan to guide:



Monitoring progress may include:



The Potential Success Indicators identified throughout each Strategic Pillar are intended to support implementation and ongoing evaluation. While not designed as rigid performance measures, they provide a practical framework for assessing progress, informing future decisions, and supporting continuous organizational improvement. Regular monitoring and review will help ensure this Strategic Plan remains relevant, practical, and responsive while providing a clear framework for responsible decision-making, sustainable growth, and exceptional municipal service delivery.

The Path Forward

The Rural Municipality of Montcalm is well positioned for the future.

Throughout the strategic planning process, residents, Council, Administration, staff, businesses, community organizations, and stakeholders shared a common vision for the municipality, one that embraces responsible growth while preserving the values, heritage, and quality of life that make Montcalm a unique place to live, work, and raise a family.

The engagement process reinforced the importance of balancing growth with thoughtful planning, investing in infrastructure, supporting local businesses, celebrating French heritage, protecting the municipality's rural character, and maintaining strong municipal services.

Together, these priorities form the foundation of this Strategic Plan and provide a clear direction for the years ahead.

Successful implementation will require continued leadership, collaboration, and commitment from Council, Administration, staff, residents, businesses, volunteers, and community partners. Working together, the municipality will continue building on its many strengths while responding proactively to new opportunities and emerging challenges.

With a shared vision, responsible governance, and a commitment to continuous improvement, the Rural Municipality of Montcalm is well positioned to strengthen its communities, support sustainable growth, preserve its unique identity, and enhance the quality of life for current and future generations.

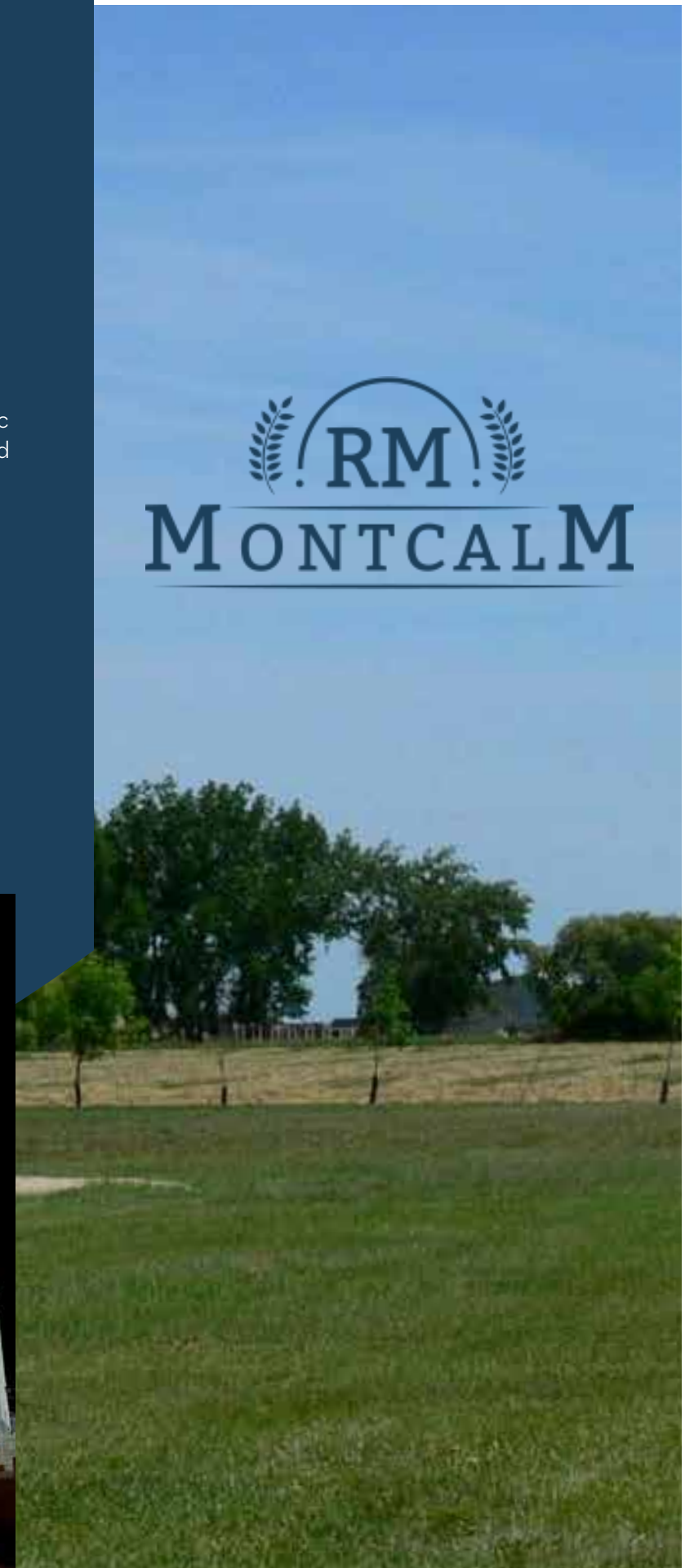


Thank You!

On behalf of the Rural Municipality of Montcalm, sincere appreciation is extended to the residents, Council members, Administration, staff, volunteers, businesses, community organizations, and stakeholders who generously shared their time, ideas, and perspectives throughout the strategic planning process.

Your participation has helped shape a Strategic Plan that reflects the priorities, aspirations, and shared vision of the community. The strength of this Plan lies in the collaboration that made it possible, and its success will depend on the continued commitment of everyone who calls Montcalm home.

Together, we will honour the generations who built Montcalm, embrace the opportunities before us, and continue building a strong, connected, and prosperous municipality for generations to come.



MONTCALM



Address:

Rural Municipality of Montcalm
Box 300, 46 First Street East
Letellier, Manitoba
R0G 1C0

Contact Us:

Phone: (204) 737-2271
Fax: (204) 737-2326
info@rmofmontcalm.com
www.rmofmontcalm.com

Prepared By:



**TIA
JASMIN**
DESIGN CO.