

Your Gateway, Our Welcoming Community

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Thank You!





It is with great pleasure that Council presents the 2025-2030 Town of Winnipeg Beach Community Strategic Plan! This plan represents a roadmap for Council and staff as we make decisions over the next five years and beyond, decisions that reflect our ambitious plans for a thriving, connected community. Our plan is mindful of where we have been, our unique history, and provides a vision for what our town can be in the future. We are a town where generations of families and visitors come and enjoy a beautiful, welcoming community we are proud to call home. Now is the time for our residents, seasonal and permanent, to be optimistic and inspired by our potential. With all those who participated in the creation of this plan, including your municipal Council and staff, we found a shared commitment to positive change.

Our strategic plan represents a collective vision for the future of Winnipeg Beach, providing all our permanent and seasonal residents, businesses, community organizations, and various stakeholders with opportunities to engage and share their ideas and priorities. 174 people participated in the strategic planning process, through the on-line survey, paper copies of surveys in our office, or participation in one of the two virtual focus groups. From the information shared, Council and staff learned about the issues that matter most to you, our community members.

We will not let the challenges of today define us. We will chart a path forward with a shared vision for the town we are all proud to call home. In the years to come we will deliver the municipal services and programs people need and we will grow our local economy, promoting our unique resort town, tourist destination. The choices we make today will shape our future. As the costs to operate a municipality, provide services and programs, and investments in infrastructure improvements continue to escalate, we remain mindful of your hard-earned tax dollars. We are dedicated to providing the best possible municipal services and good governance while ensuring an affordable quality of life for our residents and business community.

On behalf of Council and staff, we want to thank everyone who contributed and got involved in helping shape the future of Winnipeg Beach. This plan is the first step, identifying our shared priorities and goals. The real work begins today as we partner with you to turn this plan and vision into a reality.

Together we can create a bright future for the Town of Winnipeg Beach, maintaining our small-town values and seizing opportunities to make our community even better! We hope that you stay engaged and work with us as we realize this exciting future together. It is our great privilege to serve the community of Winnipeg Beach. We will be transparent and accountable to you, our community members, sharing updates on the progress of this plan as we work together to transform this vision into reality.



Winnipeg Beach, Municipal Office

"Success is the sum of small efforts, repeated day in and day out."

ROBERT COLLIER

MESSAGE FROM YOUR ADMINISTRATION

On behalf of the Winnipeg Beach staff, we are so proud to share this comprehensive strategic planning document with our community. Your ideas and priorities brought this plan to life. Strategic planning is an important process, helping us establish a preferred direction and decision-making framework for Council, Administration, and staff. We want to assure you that this is not a plan that sits on a shelf collecting dust but represents a guiding document to be referenced in our budgeting, operations and daily tasks to ensure progress is made in accomplishing our objectives.

The priorities identified by the community and Council ensure we make the best use of limited financial and staff resources to achieve our vision. Our team fully supports the goals identified in this planning process. We are grateful to our Council for creating an inclusive planning process, requesting our thoughts and ideas in the development of the plan. When staff are part of the process in this way, we have a full understanding of the goals and expectations.

Our next step as Administration and staff is to develop an Operating Plan to ensure the goals and projects prioritized in this plan are successfully implemented and monitored. I am proud to say I work with a dedicated team in the Town of Winnipeg Beach who will continue to work tirelessly on your behalf.

Interim Chief Administrative Officer, Town of Winnipeg Beach, **Tara Antichow**

CREATING A COMMUNITY PLAN FOR WINNIPEG BEACH TOGETHER

The Purpose of a Strategic Plan

Our community strategic plan is a roadmap for decision making, planning, and budgeting to achieve our full potential. The purpose of a strategic plan is to develop a shared vision, direction, and goals to meet the needs of our community. Engaging community members, receiving your feedback, ensures that the resulting vision is not only grounded in our town's unique character but also reflects the aspirations and values of those who call it their permanent or seasonal home.

A comprehensive community strategic plan helps us address social, economic, environmental, and cultural challenges and identify ways to improve the lives of residents in Winnipeg Beach. Identifying and prioritizing key strategic goals and outcomes, this community strategic plan will help shape the future of Winnipeg Beach. It provides a framework for making intentional, strategic decisions and tracking our success.

With a shared vision for the future, we can protect what we love about our community, retain and attract more businesses, and enhance the quality of life and well-being of our residents.

"Without a strategy, the organization is like a ship without a rudder."

JOEL ROSS

Strategic Planning Process

This plan was developed with insight from residents, business owners, members of the Council, Administration and municipal staff, all stakeholders interested in sharing their ideas and expertise for the best interests of the Town of Winnipeg Beach.

In 2024, the municipality began the strategic planning process as an important step to better meet the needs of our community members and prepare for our future.

Over 170 people participated in the community engagement process. Ideas and input from our stakeholders were truly inspiring and helpful for Council and staff. This plan incorporates all suggestions and feedback heard from the community, members of Council and municipal staff.

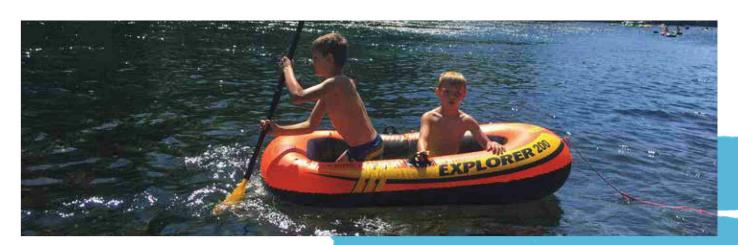


HOW?

- 15 interviews with Councillors, Administration
 & Staff
- Organization of qualitative feedback and secondary information
- On-line survey with 150 residents, business owners, & stakeholders
- Two virtual focus groups with community members
- Facilitated Council and staff session to report on community input & census data (8)
- Analysis of themes and key priorities for the future

WHY?

- Review & create mission & vision statements
- · Review past achievements
- · Identify new priorities
- Itemize & organize internal & external factors impacting the community
- Receive public feedback on vision for the future, themes & priorities
- Validate priorities according to residents
- Organize & present priorities and goals in context



Strategic Planning Process

In planning for the future of Winnipeg Beach, we must understand our town's current strategic position, where we are today, what's working, and areas for improvement. The success of our strategic plan is dependent on taking advantage of our strengths, minimizing risks, and seizing opportunities that help us achieve our shared community vision.

Strong Foundations & Strengths

- · Beautiful location on Lake Winnipeg
- Combination of town & tourist destination
- Unique history, with generations of seasonal residents
- Easy access to Provincial parks & green space
- Winnipeg Beach bandstand, Boardwalk Days & events
- · Recreation centre & curling club
- Sense of community belonging
- Engaged volunteers
- · Access to safe water
- Proximity to City of Selkirk & City of Winnipeg

More Work to Do

- Additional retail & commercial growth
- · Appearance of businesses & buildings downtown
- Vacant buildings
- Wastewater/lagoon upgrades
- Infrastructure improvements to roads, sidewalks, drainage
- Partnership opportunities with Province, private partners
- · Aging in place options to be explored
- By-law enforcement
- Natural resource protection
- · Community Leadership

Challenging Trends

- · Limited Tax Base
- · Inflation & Cost of Living
- Escalating Costs of Infrastructure Planning & Renewal
- · Downloading From Other Levels of Government
- Provincial Land Use Planning Limitations
- · Staff Retention & Succession Planning

What Kind of Community Do We Envision?

Thriving Business Sector

A thriving business sector with well-maintained storefronts, offering a variety of retail shops and restaurants serving both residents and a bustling tourist population, creating a vibrant community and a dynamic tourist destination.

Well-Maintained Municipal Roads & Infrastructure

Continuous improvements to roads with gravel and grading, ditch work that promotes drainage, and long-term planning for and maintenance of water and wastewater infrastructure.

Safe Community

A community that addresses all aspects of safety from low crime, to support of our local volunteer fire department, to emergency preparedness, flood protection, land drainage, and safe piped water for our residents.

Inspiring Local Leadership

An inspiring, transparent, and accountable leadership team that is engaged with the community and committed to forward-thinking planning for a thriving future.

Protecting the Rich History of our Lake Town

A town that is dedicated to preserving the unique history of its cherished tourist destination, a place where generations of families and new visitors have gathered to create lasting memories and enjoy the beautiful lake, green spaces, and charming community.

Tourist Destination

A premier tourist destination that emphasizes thoughtfully planned experiences, attracting visitors who not only support local businesses, but also help preserve the area's natural beauty and contribute to building a vibrant, sustainable community for the future.

PRESERVING THE UNIQUE HISTORY OF WINNIPEG BEACH & CREATING

NEW OPPORTUNITIES

Winnipeg Beach, located on the western shore of Lake Winnipeg, has been a popular destination for tourism and recreation since the late 19th century. The area was originally inhabited by Indigenous peoples, including the Cree and Ojibwe, before European settlers arrived. With the

establishment of the Canadian Pacific Railway (CPR) in the 1880s, Winnipeg Beach became more accessible, encouraging development. The town's early history saw it evolve into a resort destination for visitors seeking leisure by the lake, with a growing number of seasonal cottages and hotels popping up along the shoreline (Winnipeg Beach Heritage Advisory Committee, 2006).

During the early 20th century, Winnipeg Beach grew rapidly as a resort destination. The development of entertainment facilities contributed to its appeal

as a vacation spot. A highlight of the area was the Winnipeg Beach Amusement Park, which opened in 1920 and became a major attraction, featuring a range of rides, games, and a ferris wheel. Additionally, the "moonlight train" service, introduced by the CPR, played a pivotal role in the popularity of the resort town. This special service, which ran on summer evenings, offered a direct train ride from Winnipeg to Winnipeg Beach, allowing passengers to enjoy the evening at the beach and return home under the moonlight. This convenient and romanticized method

of transportation cemented the town's reputation as a lively, accessible retreat (Proudfoot, 1992).

The "Moonlight Train" became a staple of Winnipeg Beach's social scene, running in the evenings from the 1920s to the 1950s. The service allowed people

from Winnipeg and surrounding areas to enjoy the beach for an evening out, offering a mix of relaxation and entertainment. People flocked to the beach for dances,

picnics, and the vibrant atmosphere created by the many amusements.

The service became an iconic part of Winnipeg Beach's history, symbolizing the carefree, vacation-like spirit of the town during its peak years (Harrison, 2014). Over time, however, the rise of automobile travel and changing social trends led to the discontinuation of the moonlight train. Although the amusement park closed in the

1960s, and the moonlight train service was discontinued, Winnipeg Beach remains a cherished spot for recreation and relaxation. Winnipeg Beach was officially incorporated in 1963.

Today, visitors continue to enjoy its scenic beaches, green space, and historical town charm, reflecting on the golden age of Winnipeg Beach when the moonlight train and amusement park defined the local landscape (City of Winnipeg Beach, 2021).



CORE MUNICIPAL FUNCTIONS

The Manitoba Municipal Act outlines various essential and supplementary services that fall under municipal jurisdiction. The strategies and objectives we pursue as a municipality must align within our established mandate. Our core municipal functions include:























Role of Council

The Town of Winnipeg Beach 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:

 Ensuring resources are provided to achieve Council's strategic goals;

- Developing and evaluating the policies and programs for the Town of Winnipeg Beach that align with the long-term, strategic objectives of the municipality;
- Monitoring and evaluating the success of strategic objectives, approving adjustments as necessary;
- 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; and,
- Communicating updates to the community regarding the status of strategic goals and celebrating success.



Role of Municipal Administration

The Administration, led by the CAO and Management, is responsible for advising and executing the strategic decisions and policies set by Council.

The Town of Winnipeg Beach 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;
- Developing policies and procedures that support the successful implementation of the strategic plan, such as the annual budget proposal;
- Managing and leading all employees to accomplish strategic goals;
- Providing advice and support to Council based on their expertise and operational experience;
- Ensuring the efficient use of municipal funds and resources.

DISCOVERING THE TOWN OF WINNIPEG BEACH

Winnipeg Beach is situated roughly 35 kilometers north of Selkirk and about 50 kilometers north of Winnipeg, offering a convenient escape for both city residents and visitors. The town is also an ideal and affordable living option for commuters.

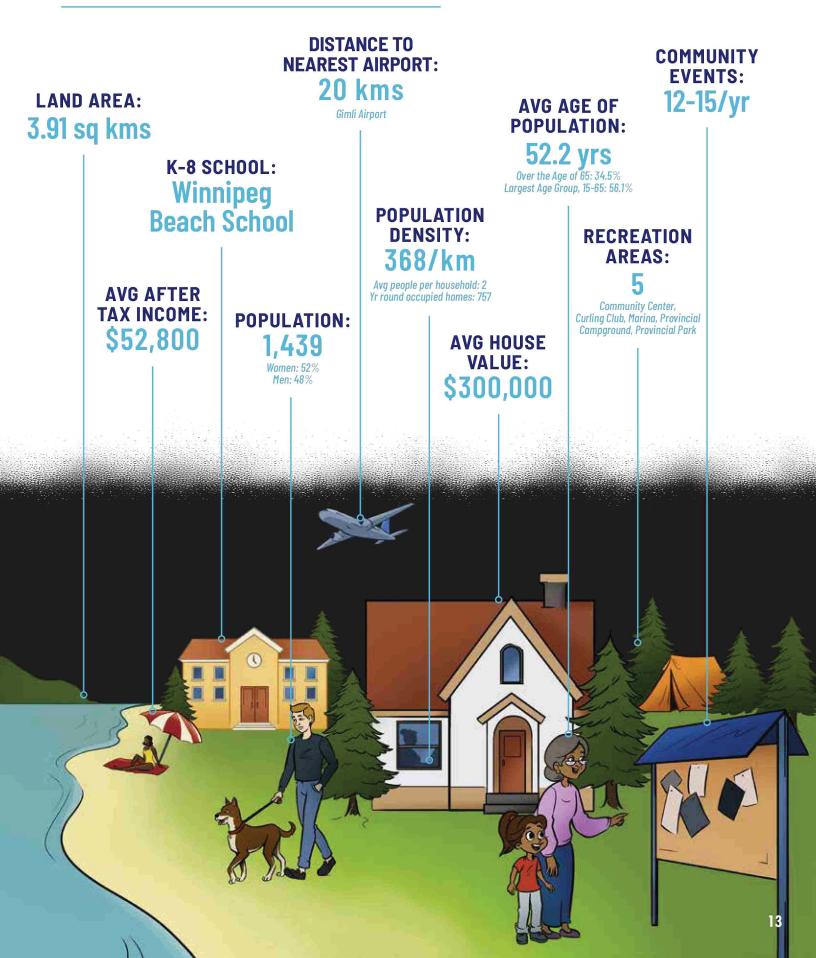
The Town of Winnipeg Beach is home to more than 1,400 permanent residents living in 757 homes. In the summer months, the population of this cottage

community can increase to approximately 4,000 to 5,000 people. This significant increase is due to seasonal cottages, tourists, and part-time residents who flock to the area to enjoy its beaches, green space and recreation opportunities.

For developers and businesses looking to invest in the Town of Winnipeg Beach, our people, our location and affordable taxes make us an ideal destination!

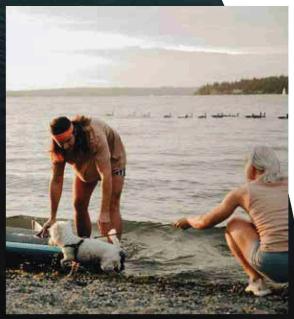


Winnipeg Beach Community Profile









Vision

The Town of Winnipeg Beach will be a healthy, progressive community that supports a flourishing tourism sector, business and development opportunities, quality of life, and a transparent governance model.

Mission

Our mission for the Town of Winnipeg Beach is to provide effective governance, deliver essential municipal services, and foster a safe, vibrant, and thriving community for all residents, businesses, and visitors. We are committed to maintaining a high quality of life through responsible development, fiscal responsibility, and a focus on long-term community well-being.

Core Values

These guiding principles define what we stand for as a community, Council, and Administration. They reflect our beliefs, behaviors, and actions and serve as the anchor for our decision-making.

History and Legacy

Honoring and preserving the town's unique history and legacy, while sharing it with residents and visitors.

Community Connection

Fostering a strong, inclusive community where residents, businesses, and visitors collaborate and thrive together.

Natural Resource Protection

Protecting the natural beauty of the lake and surrounding landscape through sustainable practices.

Hospitality and Welcoming Spirit

Creating an inviting, friendly atmosphere for tourists and residents alike, with a focus on exceptional service and experiences.

Innovation and Growth

Embracing thoughtful development that respects the town's character while enhancing its appeal as a vibrant destination.

Well-being and Safety

Ensuring a safe, healthy, and enjoyable environment for both residents and visitors, promoting quality of life for all.

Community Engagement

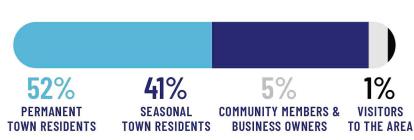
The municipality conducted an on-line survey and (2) virtual focus groups in December 2024, and January 2025, to gather information on key priorities and issues from the community perspective.

SOME OF THE MOST POPULAR ATTRIBUTES USED TO DESCRIBE WINNIPEG BEACH







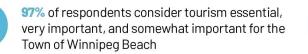


KEY THEMES & INSIGHTS



94%-99% of participants said the defining characteristics of Winnipeg Beach included parks and green space in the area, cottage country, volunteerism, sense of community belonging, proximity to the beach, and unique history





93% of participants would like to see more community beautification and litter cleanup

90% of respondents want to see the appearance of businesses in town improved and vacancies addressed

86% of respondents want to ensure natural resources in the area are protected

81% of survey respondents would like to see more housing for seniors

74% of those surveyed would like to see regional partnerships



95% of participants would like to see additional retail in Winnipeg Beach



93% of those surveyed would like to see improvement in the area of crime and safety



90% of participants would like to see commercial business growth



84% of participants would like to see road improvements



73% of respondents support more active transportation



71% of respondents would like to see more communication from Council

A COMMUNITY VISION FOR SUCCESS

Through the public consultation process, along with input from Council and staff, the municipality identified seven major strategic areas of responsibility. These areas, known as strategic pillars, were developed through a comprehensive understanding of Winnipeg Beach's purpose, vision, stakeholder needs, and the competitive landscape in which we operate. These pillars form the foundation of our plan, outlining seven key areas our municipality must focus on to ensure success both now and in the future.

Strategic Priorities & Goals

Strategic priorities are the key activities needed to fulfill our core responsibilities as a municipality and achieve our community's vision. Strategic initiatives are the specific actions that originate from feedback provided by the community, Council and staff to help us achieve our goals.

Winnipeg Beach's Key Strategic Pillars

CULTURE, HERITAGE & ARTS





Strategic Priority: To proactively communicate and engage with our residents, business owners, and visitors by providing updates, information, and education on our municipal programs and services, as well as the progress of our strategic goals.

To promote and showcase the beauty of our town to visitors, prospective businesses, and potential partners, while actively seeking opportunities that benefit the Town of Winnipeg Beach.

Initiatives:

PERMANENT AND SEASONAL RESIDENTS

- Establishing a communication plan with specific targets, recognizing and respecting the limitations of small municipal staff.
- Create easy access to information for residents, on-line, through e-mail blasts.
- Greater use of town social media for updates, informing and educating community members.
- Explore costs and process for town newsletter.
- Provide more detailed information on where tax dollars are spent and value for limited tax base, beyond the financial plan public hearing.
- Provide project updates to the community, specifically relating to road work, drainage, and snow clearing.

- Continued public engagement with the community for feedback to Council and staff.
- More visible presence from Council and accessible Council members for questions and ideas.
- Focus on community relationship building activities, community pride and volunteers.
- · Help advertise community centre activities.
- Easy to find information on community events and volunteer opportunities.

PUBLIC/PRIVATE PARTNERS/VISITORS

- Explore options to cooperate across organizations to solve problems and improve community benefits.
- Foster stronger relationships between elected leaders at the local, Provincial and federal levels with meetings to discuss various issues.
- Create a stronger relationship with Manitoba Parks, exploring opportunities to use provincial land for activities and events.
- Schedule meetings and hold community tours with potential developers and business leaders to promote the municipality.
- Enhanced marketing and promotion of the town throughout the region and beyond to communicate that we are open for business and welcoming to tourism, as we have been historically.



Strategic Priority: To ensure safe and reliable municipal infrastructure, including wastewater, water, roads, and ditches, by supporting ongoing improvements and upgrades. This will benefit permanent and seasonal residents while planning for the future needs of the community.

Initiatives:

 Develop a five-year road and sidewalk management plan, with the help of trained front-line staff to advise and update the plan as needed.

- Share the road and sidewalk improvement plan with the community annually at budget time, with updates to inform on where limited resources are being directed as well as any changes based on changing road and sidewalk conditions.
- Develop a drainage master plan for culvert replacement and ditch work with long-range timeline.
- Ensure a sustainable water supply that can support municipal growth and commercial development.
- Plan for wastewater maintenance and expansion that can support municipal growth and development.





Strategic Priority: To enhance community well-being, inclusivity, and quality of life by offering diverse recreational services and programs that cater to all ages and interests.

Initiatives:

- Creation of recreation centre rink and curling club long-term improvement plan to assist with budgeting and inform the community of planned improvements.
- Develop and promote recreation and community programs that respond to current residents' needs.

- Encourage community ambassadors and volunteers.
- Consider areas where active trails could be created within the community and continue with the installation of trail markers, recognizing the importance of active transportation.
- Explore the cost of a community open gym for multi-purpose use, indoor classes
- Partner with neighbouring municipalities to offer different programs and promote recreation throughout the region.



Strategic Priority: To build a strong and effective municipal organization, Council depends on strategic decision making, transparent processes, and accountable governance practices to achieve our goals and realize our community vision. Council will foster a culture of collaboration and continuous improvement to meet the needs of our community, promote our beautiful town, and demonstrate leadership in the region.

Initiatives:

COUNCIL

- Promoting forward-thinking, progressive leadership.
- Emphasis on leadership, teamwork, respect, and collaboration among Council members and municipal staff.
- Focus on strategic, transparent, and accountable decision making.
- Respect for and consideration of administrative recommendations.
- Ensure healthy reserves for long-term financial planning, infrastructure and equipment renewal.

 Consider various ways to increase resident participation in the formal decision-making process by encouraging participation in meetings, the formation of committees, and public engagement.

STAFF

- Commitment to a high standard of professionalism with Council and the community.
- Provide best value for municipal tax dollars, optimal use of resources that meets the community's needs.
- Maintain strong, positive, and supportive organizational/staff culture.
- Create a high-performing workforce that is well-trained, well-informed and adequately resourced to respond to service expectations.
- Set response time standards, aligned with resident expectations, relevant government regulations and budget and staffing restrictions.
- Communicate timelines with the community.
- Respond to resident requests with email or phone call acknowledgment within 48 hours.





Strategic Priority: Building stronger partnerships with the Province of Manitoba, the business community, private sector, and neighbouring communities is key to promoting cooperation and collective success. By collaborating across these sectors, we can unlock economic growth, tackle shared challenges, and improve the prosperity and resilience of our community and the surrounding region.

Initiatives:

- Pursue funding partnerships and grant opportunities for all municipal programs and services.
- Partner with local business to encourage consistent hours of operation, particularly during community events, and offer support in the form of business promotion.
- Strengthen and foster positive partnership with Manitoba Parks to encourage town use of provincial land including green space and boardwalk for community events and activities.

- Explore partnerships with public and private partners for business development and economic sustainability.
- Promote stronger relationships with regional, municipal neighbours to explore cost sharing opportunities, regional grants, and share recreation and tourism initiatives.
- Continue efforts to enhance community safety through partnership with local law enforcement, sharing RCMP reports and crime statistics for the area as well as their crime prevention communication.
- Help the Association of Manitoba Municipalities lobby the provincial government for additional funding for road maintenance and improvements.





Strategic Priority: To ensure the long-term resiliency and survival of our community, we are committed to fostering business development, expanding tourism, and creating diverse economic opportunities. By attracting investment, supporting local businesses, creating the conditions for affordable housing, and promoting our unique assets, we aim to build a thriving local economy that can withstand future challenges and provide lasting prosperity for residents.

Initiatives:

- Support existing local businesses and attract new business activities to the community.
- Direct budget and staff resources for economic development, business growth, and revenue that could be generated through tourism.
- Explore by-laws that promote and support building improvements and address unsightly buildings and vacancy concerns in the business district.
- Ensure taxes, levies, charges and fees are reasonable, helping the town create a competitive advantage.

- Create a favorable business development climate, identifying opportunities for development and helping address challenges and barriers that would prevent responsible business development, consistent with the strategic plan.
- Increase the inventory of residential, retail and commercial land.
- Ensure land use planning policies and zoning to support additional housing and business development.
- Consider ways to attract more young families to the town.
- Create a land inventory of land ready and suitable for development to share with prospective developers.
- A plan for specific areas of development and how that development can contribute to infrastructure benefits such as lagoon expansion.
- Explore revenue generating opportunities.
- Ongoing support and funding for tourism through the recently formed Destination Winnipeg Beach (DWB) organization.
- Development of tourism marketing plan.
- Support tourism committee and provide additional support as they develop their terms of reference and report ideas to Council.



Strategic Priority: Preserving and celebrating our unique history, culture, heritage, and the arts in Winnipeg Beach is essential to honour our rich history and create a vibrant, authentic community.

By promoting local traditions, supporting creative expression, and leveraging our historic tourist appeal on the shores of Lake Winnipeg, we aim to attract visitors and strengthen pride among residents.

Initiatives:

 Ongoing support and funding for tourism through the recently formed Destination Winnipeg Beach (DWB), an organization that not only focuses on tourism but provides opportunities to share the town's history and support the arts through various events.

- Work with the Winnipeg Beach Historical Society to help preserve and share the town's history with residents and visitors alike.
- Consider innovative and interesting proposals to incorporate the history of Winnipeg Beach in the modern, tourist resort town.
- Provide funding and support for additional historical plaques throughout the town, identifying historic cottages and locations.
- Encourage volunteers and organizations to promote the arts with music events, art tours, and explore workshops, performances, and educational tours.
- Revitalize main street in collaboration with local businesses.
- Respect the history and community involvement of various organizations including the Winnipeg Beach Legion.

THE PATH FORWARD



The Winnipeg Beach Community Strategic Plan was developed with a future-oriented approach to guide the municipality as we make decisions and investments in the years ahead. This plan will help us identify new opportunities and address challenges. As a living document, it will be regularly reviewed by Council and staff to ensure it stays relevant, helps us navigate emerging issues, and remains aligned with the community's goals.

As we implement this plan, there are several next steps for Council, Administration, and staff to take.

These steps include:

- Developing a more detailed operational plan with municipal staff.
- Ensuring we have the budget and staffing resources required to meet our main strategic initiatives.
- Monitoring and measuring our progress against our strategic goals, sharing updates with Council and the community on an annual basis.
- Celebrating our success and achievements with all our stakeholders as we preserve our history, promote a thriving business sector and support a flourishing tourist destination in the Town of Winnipeg Beach!

Thank You!

A heartfelt thank you to the community, stakeholders, Council members, and employees of Winnipeg Beach for your invaluable input during the development of our strategic plan. Your contributions, ideas, and hard work are truly valued and appreciated!



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Service tracker:

To submit a service request, please visit our website at winnipegbeach.ca

Prepared by:





