

# 2024 STRATEGIC PLANNING REPORT

The Rural Municipality of Reynolds



RURAL MUNICIPALITY OF  
**REYNOLDS**  
Eastman Adventure Country



*Way To Go Consulting Inc.*

Prepared by Ernie Epp  
February 2024

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## Executive Summary

Through November 2023 to January 2024, the Council and staff of the Rural Municipality of Reynolds completed a strategic planning process.

The strategic directions agreed upon by Council are:

- 1. Development of a complete asset management plan**
- 2. Economic Development**
- 3. Marketing of RM**
- 4. Improved services for residents**
- 5. Public Education and Communication**

One other item considered for a strategic direction was

**Keeping taxes affordable with more resources.**

This was discussed, with the conclusion to instead have this as an overriding direction of the strategic plan.

## Introduction

The 2024 Strategic Planning Session for the Council and staff of the Rural Municipality of Reynolds was held at the Municipal Office, on January 17<sup>th</sup> and 18<sup>th</sup>, 2024. It was facilitated by Ernie Epp of Way To Go Consulting Inc.

The following individuals participated in the session:

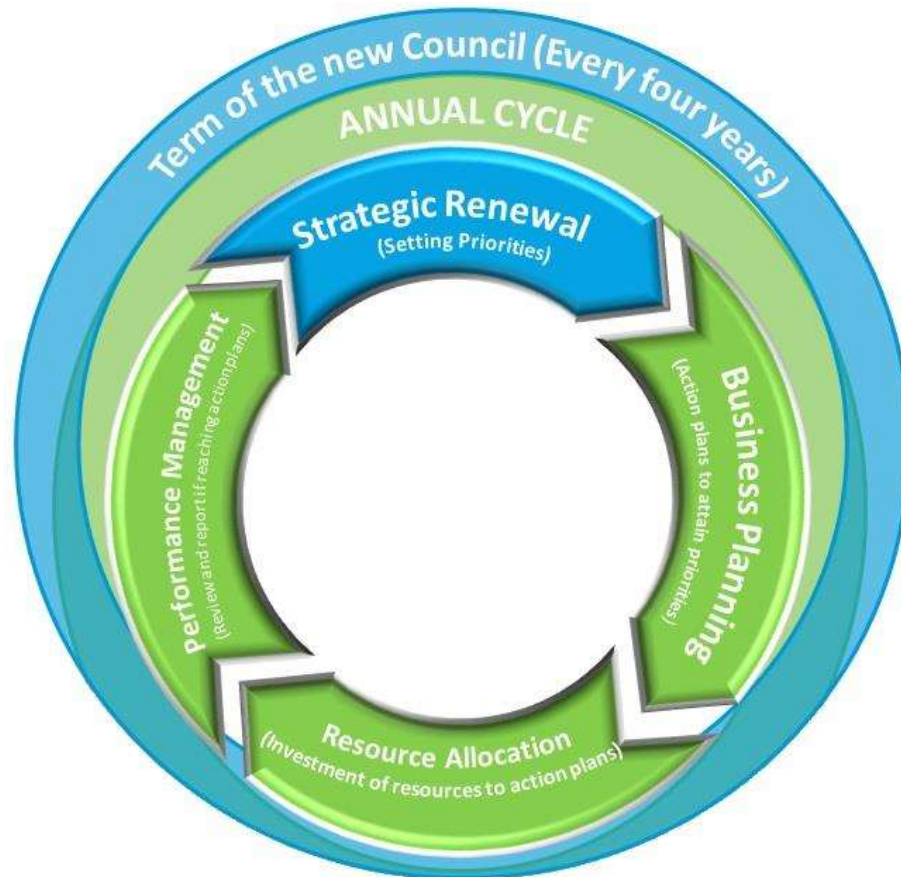
Russ Gawluk, Reeve  
Jessica Thurston, Deputy Reeve  
Curtis J. Buley, Councillor  
Curt Stelmack, Councillor  
Blaine Webster, Councillor  
Michael Huzel, Councillor  
Kim Zalitach, Councillor  
Harriet Yarmill, Councillor  
Kim Furgala, Chief Administrative Officer  
Sherri Pearch, Assistant Chief Administrative Officer  
Nelson Chmuhalek, Public Works Manager  
Murray Cutmore, Building Inspector/Development Officer  
Laecie Levesque, Administrative Assistant

To begin the strategic planning process, an introduction was made as to the merit of the process and value of the document that will result. Two graphics were used, the first to outline the cycle of strategic planning, and the second to show how interconnected it is to annual financial planning.

# Strategic Planning Cycle



## Strategic Planning Connection to Financial Planning



Strategic Renewal – Developing a strategic vision which may involve public and staff input, setting of priorities.

Business Planning – action plans to attain priorities, aligning and prioritizing strategic goals & initiatives with vision

Resource Allocation – investment of resources to action plans, aligning departmental business plans with the strategic plan

Performance Measurement – review and report on attainment of strategies, measuring and reporting the results

## DEMOGRAPHICS

### Demographics

A chart comparing certain demographics was reviewed as additional background information and is included here.

<b>Demographic Comparison 2021</b>			
<b>Item</b>	<b>Reynolds</b>	<b>Census Division</b>	<b>Manitoba</b>
Population 2021	1,344	20,114	1,342,153
Population 2016	1,338	18,534	1,278,365
Growth last census 2021	0.4%	8.5%	5.0%
0 to 14	17.1%	13.4%	18.8%
15 to 64	60.6%	57.1%	64.1%
65 plus	22.3%	29.5%	17.1%
85 plus	1.9%	2.3%	2.2%
Average age	44.3	48.5	39.7
Median age	48.4	54.4	38.4
Population per dwelling	2.3	2.2	2.5
Avg. Income per household	\$ 87,200	\$ 84,700	\$ 97,300
Post cert., dip., or degree	27.5%	35.4%	39.6%
Bachelor's degree or higher	5.6%	15.3%	18.0%

\*Data is from the 2021 Canada Census.

## Mission Statement

The Mission Statement describes the organization's reason for being. It is a short statement that captures the essence of what the organization's core purpose is.

The group reviewed the RM of Reynolds Mission Statement, and determined adjustment was warranted.

**The revised Mission Statement of the Rural Municipality of Reynolds is:**

*To provide quality leadership, core municipal services, and facilitate a viable future for current and future residents.*

## Vision Statement

The Vision Statement represents what Council believes the citizens want the community to be like in the future. It outlines where you are headed, where the Municipality will be 5 to 10 years from now.

Following a similar process as that for the Mission Statement, the wording of the Vision Statement was also adjusted.

**The revised Vision Statement of the Rural Municipality of Reynolds is:**

*Reynolds will be a desirable area to live, work, visit and play where everyone is welcome and respected.*

## Corporate Values

The purpose of corporate values is to reflect the core ideology of an organization, the deeply held values that do not change over time. They provide the answer to the question “How do we carry out our mission?” Corporate values are what the organization lives and breathes.

### **The Corporate Values of the Rural Municipality of Reynolds are:**

1. Leadership – We are here for the community and lead with the community in a co-operative and empowering manner
2. Accountable and Transparent – We are an open, honest and accountable government that follows through with plans and decisions
3. Professional – We set high standards to ensure quality work in all that we do
4. Teamwork – We work together to achieve common goals and we unite through shared responsibility and success
5. Education – We commit to continued learning in our roles and processes to improve efficiency, resourcefulness and response to change
6. Integrity and Respect – We treat all people equally with fairness and respect
7. Positive Attitude – We approach situations with positivity and a genuine intent to make things better

### Residents Input

In order to gain a better understanding of the views of residents of the municipality, a number of residents comprising a group intended to represent as broad a range of demographics as possible were contacted. These individuals were asked to provide response to questions, as well as to join Council to meet and provide perspectives on the questions. The meeting with residents took place on November 20<sup>th</sup>, 2023 with the following questions discussed and written responses provided:

- 1. With a population of 1344, the Rural Municipality hears varying suggestions on what the priorities of the Rural Municipality should be when it comes to operating. For some, it is keeping taxes low, for others the priority is good roads, or some other item. Please provide your three priorities of what the Rural Municipality should focus on.*
- 2. If you could look into the future and see the Rural Municipality of Reynolds in 2033, what would be different from how it looks today?*
- 3. Recognizing that everything has a cost, and the cost would be borne by property owners, what services not currently provided, if any, should be investigated? For reference, for every \$100,000 in cost to the Rural Municipality, a house assessed at \$300,000 will pay \$80 more in taxes, while a business assessed at \$300,000 will pay \$115 more in taxes.*
- 4. Reynolds sees further opportunities in partnering with our other neighbouring municipalities with regards to sharing of services, etc. While this partnering provides a way for us to keep costs down because some of the related expenses are shared, control of the service would also be shared. As a resident, what is your view the value of shared services versus the merit of having full control on how those services are provided?*
- 5. Industrial and commercial development are taxed at a higher rate than residential and farmland. Reynolds is looking at industrial/commercial development as a way to diversify, with growth in this area keeping other taxes down. What is your view on Reynolds placing a greater priority on industrial and commercial growth, as well as providing short term incentives to see this development occur in order to secure long term tax revenue from this growth?*
- 6. Reynolds continues to work on improving how information is shared with residents. While social media provides added ways for a Rural Municipality to do so, we know that not all residents may have access to it or see social media as a preferred way to be contacted. What suggestions do you have regarding being informed by us?*
- 7. With a limited budget and therefore limited staffing for the organization, Reynolds understands it can't be everything to everyone. Potential areas for growth include tourism, residential development, commercial/retail development, industry related to agriculture or natural resources, agriculture, and home-based business. Please provide your three priorities of what Reynolds should focus on, and why.*

## Input from Participants in Advance of the Session

One of the first steps in strategic planning is for participants to provide feedback on each person's perspective of the community. Rather than consume a significant portion of the time together to generate this information, participants were sent a series of questions in advance of the session. The responses were compiled in to one document and forwarded back to the participants prior to the session. The questions that were sent are outlined below.

1. *What do you hope to gain from going through this strategic planning process?*
2. *What do you see as the Municipality's three greatest strengths?*
3. *What do you see as the Municipality's three greatest challenges, or as the three biggest issues preventing it from moving forward (weaknesses)?*
4. *What do you consider the Municipality's three biggest opportunities?*
5. *What do you see as the three main threats that would prevent the Municipality from moving forward?*
6. *How do you visualize the Municipality in the year 2035 in relation to:*
  - a. *Recreational and cultural needs?*
  - b. *Economic development?*
  - c. *The development of communities in the Municipality?*
  - d. *Governance format?*
  - e. *Infrastructure?*
  - f. *Provision of municipal services?*
  - g. *Major capital projects?*
7. *What would you like the Municipality to look like in the next 5 to 10 years?*
8. *If you could improve one thing about the Municipality to make it a better place to live, or enhance its sustainable future, what would that be?*

# 2024 ITEMS FOR CONSIDERATION

## 2024 Items for Consideration

Opportunity was provided to review the compiled responses lists and allow those attending to present views and explanations regarding individual items within the list. This was done in a “CAP” format, where individuals were offered the opportunity to “Comment” on those items considered most significant, “Ask” about those items where further explanation would be appreciated, and finally “Prioritize” the top five items each person considered necessary.

Following the above process, each participating member of Council was asked to identify his or her top three items and place them on cards. The CAO was provided one card. These were then placed on the wall. The list consisted of the following responses.

Keeping taxes affordable with more resources	Economic Development	Vulnerable population support including transportation options	Marketing of the RM
Sustainable infrastructure plan	Drainage	Roadways	Better water for larger area
Tourism	An Economic Development officer position	Bring in business	Small business support
Crown land	Residential development	Affordable housing	Public education and communication

Items which had significant similarities were then grouped together, providing the following list of potential strategies:

- Keeping taxes affordable with more resources**
- Development of a complete asset management plan**
- Economic Development**
- Marketing of RM**
- Improved services for residents**
- Public Education and Communication**

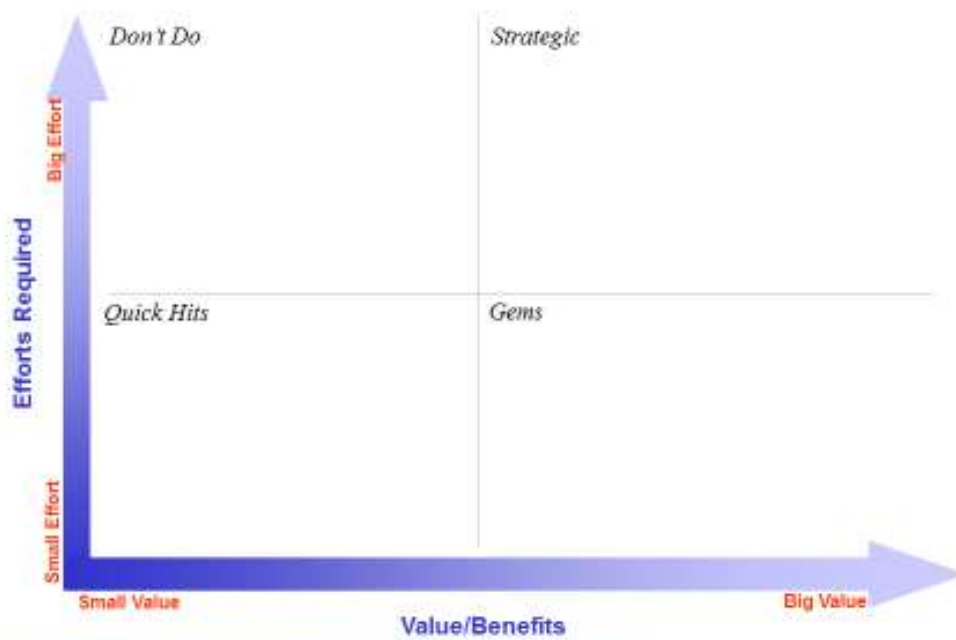
The item “Keeping taxes affordable with more resources” was adjusted from a potential strategy to an overriding direction during the session.

# 2024 ITEMS FOR CONSIDERATION

## Review and Discussion of Items

To fully understand the items listed above, the group held a discussion on each item. This helped to clarify what level of importance each item had as well as the amount of energy each would require. Items were then placed into the following value graph based on a combination of efforts required and value/benefit gained. Given the number of items which fell into the Strategic quadrant, the group determined each would be acted on at this time.

### Value Graph



## Strategic Directions

The strategic directions agreed upon, based on where the group saw the issues in the Values Graph, are outlined below.

- 1. Development of a complete asset management plan**
- 2. Economic Development**
- 3. Marketing of the RM**
- 4. Improved services for residents**
- 5. Public Education and Communication**

A matrix for each strategic direction will be developed by administration, based on the discussion during the session, and presented to Council for approval and action.