



RURAL MUNICIPALITY OF
REYNOLDS
Eastman Adventure Country

2025 to 2026 ECONOMIC DEVELOPMENT STRATEGIC PLAN

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ECONOMIC DEVELOPMENT STRATEGIC PLAN

Prepared by the Rural Municipality of Reynolds, August 2025

ABOUT THIS REPORT

This Strategic Plan sets out the purpose, priorities, and intended actions of the Rural Municipality of Reynolds' Economic Development Office. It consolidates the RM's vision for local economic growth, the strategic pillars that will guide activity, and a prioritized set of projects and initiatives. The document is intended to provide a practical roadmap for the Economic Development Officer while giving the CAO, Council, Municipal Staff, and community partners clear insight into expected outcomes, resource needs, and governance arrangements.

PURPOSE AND USE OF THIS REPORT

This plan is intended to:

- Guide day-to-day operations and annual work planning for the Economic Development Office.
- Collect future potential projects by way of the Master Parking Lot.
- Establish transparent priorities for Council and CAO consideration.
- Support funding applications and partnership negotiations by clarifying project scope and expected benefits.
- Provide a consistent reference for performance monitoring and public reporting.

Project summaries are organized by strategic pillar. Use this plan when preparing budgets, grant applications, partnership agreements, implementation schedules, and progress reports.

DISCLAIMER

This Strategic Plan is an operational and strategic guidance document prepared for the RM of Reynolds. It does not replace statutory planning documents or regulatory approvals, and individual projects remain subject to Council Approval, available funding, provincial or federal requirements, and other external constraints. Any cost estimates, timeframes, and resource needs are best-effort projections based on available information at the time of drafting and may change as projects advance. The RM is responsible for final decisions on implementation, procurement and contracting. This document is intended to be reviewed and updated regularly to reflect changes in budget, stakeholder priorities, regulatory context and grant availability.

Administrative Note: The plan will be reviewed on an ongoing basis and updated as required. The Economic Development Officer will report progress to the CAO and Council at agreed intervals.

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INTRODUCTION

The Rural Municipality of Reynolds is a large, geographically dispersed municipality in southeastern Manitoba, made up of seven distinct hamlets and vast tracts of Crown Land, forest, and agricultural holdings. Characterized by its rural nature, strong volunteerism, and connection to natural assets, Reynolds sits at the intersection of local resilience and regional potential. Its communities are deeply rooted in place and history, but also navigating the pressures of outmigration, aging infrastructure, and changing economic landscapes.

In response to these realities, the RM of Reynolds has taken steps to establish a more focused, proactive approach to economic development. This plan represents the municipality's first strategic framework explicitly dedicated to economic growth, and reflects a shift toward long-term planning, local capacity building, and practical community-driven action.

This strategy is grounded in information gathered through the Community Futures Economic Development Readiness Survey, conducted across all wards in 2024, and the municipal strategic planning session held with Council in May 2025. These two engagement processes captured ward-level insights, community strengths, barriers to growth, and priority areas for development. Together, they form the foundation of a municipality-wide assessment that informs the direction of this plan and reflects the local realities shaping Reynolds' economic future.

Rather than setting rigid targets or relying on top-down solutions, the plan is built around six strategic pillars that provide direction for the RM's economic development efforts. It is intended to guide decision-making, shape project selection, and support collaboration with community partners, developers, and regional stakeholders.

This plan does not solve every challenge Reynolds faces, nor does it attempt to. Instead, it outlines a roadmap for steady, meaningful progress that is tailored to the realities of small, rural communities. It supports the long-term vision of a municipality where residents can work, live, visit, and build a future by confidently building on the strengths and assets Reynolds already has.

MISSION STATEMENT

Why We Exist

To strengthen the RM of Reynolds through practical, community-driven economic development that supports local businesses, attracts residents and investment, and builds a sustainable, inclusive future for all communities.

MISSION STATEMENT

What We're Striving to Create

Reynolds will be known as a resilient and welcoming rural region where small communities thrive through local leadership, diverse economic opportunities, and a strong connection to nature, heritage and place.

CORE ECONOMIC DEVELOPMENT VALUES

Our Guiding Principles for Decisions and Actions

The following values guide the RM of Reynolds' approach to economic development. They shape how we make decisions, engage with the community, and pursue growth in ways that reflect our identity and capacity.

Collaboration: We work with residents, businesses, partners, and volunteers to create solutions grounded in local knowledge.

Practical Innovation: We adapt creatively to rural realities using flexible, right-sized approaches that reflect local capacity.

Resilience: We plan for the long-term and respond to challenges with determination, resourcefulness, and community strength.

Empowerment: We support local people to lead, build, and participate, recognizing that development starts with those who live here.

Pride in Place: We celebrate Reynolds' people, heritage, and landscapes as core economic assets worth protecting and promoting.

Rooted Growth: We grow in ways that respect our rural character, community values, and connection to nature, rather than chasing growth for its own sake.

Community Benefit: We prioritize initiatives that serve the broader public good and long-term well-being of Reynolds, even when it's hard.



S.W.O.T

SWOT ANALYSIS

To ground this strategy in a local context, the RM of Reynolds conducted a detailed SWOT analysis, an assessment of strengths, weaknesses, opportunities, and threats, across all seven wards. This analysis provides a snapshot of the economic development landscape as seen through the eyes of the council and the community.

The process began with the Community Futures Economic Development Readiness Survey in 2024. In May 2025, Council engaged in a facilitated strategic planning session, where each councillor submitted ward-specific SWOT insights. These were compiled, analyzed, and grouped into clearly defined categories to create a consolidated, RM-wide profile of local economic conditions.

The SWOT framework examines four key dimensions of community and economic development:

- **Strengths:** highlight existing advantages, assets, and resources that the RM can leverage.
- **Weaknesses:** identify internal challenges or barriers that limit capacity or create vulnerabilities.
- **Opportunities:** point to external trends, partnerships, or untapped potential that could be pursued.
- **Threats:** recognize risks and pressures such as economic, environmental, or demographic, that could undermine progress if not addressed.

It is important to note that many factors can fit into more than one category depending on perspective and context. For example, geographic isolation may be seen as both a weakness (limiting access to markets) and an opportunity (creating unique tourism potential). Recognizing these overlaps helps ensure a balanced approach to planning.

The SWOT findings reflect the realities of Reynolds, its geographic constraints, community capacity, infrastructure gaps, and natural and cultural assets. They also reveal where opportunities for action and investment exist. This analysis directly informed the strategic pillars and project ideas developed in later sections of the plan.

Rather than a one-time exercise, the SWOT is intended to serve as a living reference point. It will evolve as conditions change and should continue to inform decision-making, priority-setting, and project selection over time. To keep it relevant, the RM will conduct an annual check-in through council review to track whether identified weaknesses are improving, threats are being mitigated, and new strengths and opportunities are emerging. This process will provide a consistent measure of progress and accountability while ensuring that the strategy remains adaptive and forward-looking.

STRENGTHS

An overview of Reynolds' core assets and defining advantages.

The Rural Municipality of Reynolds is a community shaped by its people, its land, and its strategic location. Across its seven unique hamlets, the RM is powered by an exceptional spirit of volunteerism and grassroots leadership. From long-running community clubs to informal networks of neighbours, residents work together to host events, fundraise for local projects, and sustain essential services. This strong base of community organizations reflects not only pride in place but also the ability to rally when needed, ensuring that local initiatives remain vibrant.

Economic strength in Reynolds is equally diverse. Thriving sectors include agriculture, construction, resource industries like logging and peat moss extraction, and small-scale production. Local makers and entrepreneurs, such as soap producers, seasonal businesses, and campground operators, play a valuable role in Reynolds' rural economy, shaping services and products that reflect both local needs and the region's tourism potential. Tourism-oriented businesses, such as restaurants and family-run accommodations, also play an important role, with many located along major travel corridors. The region's economy is grounded in both traditional industries and emerging ventures, showcasing a quiet but steady growth pattern driven by local effort.

Reynolds' physical location is one of its most powerful assets. Straddling major highways such as the Trans-Canada Highway and Provincial Trunk Highway 44, the RM offers exceptional transportation connectivity for residents, businesses, and visitors. Several communities benefit from rail access as well, adding another layer of economic opportunity. The RM's positioning as a southern gateway to the Whiteshell Provincial Park reinforces its role as both a hub for tourism and a convenient home base for commuters heading to larger centres like Steinbach and Beausejour.

In terms of infrastructure, Reynolds boasts key civic assets that support daily life and future growth. These include waste management facilities, lagoons, high-speed internet expansion projects, and municipally owned lands with long-term development potential. Community halls, recreation centres, a fire department, and highway-accessible businesses provide vital amenities to residents and visitors, ensuring that even in small, remote communities, essential services are within reach.

One of Reynolds' most promising strengths lies in its land holdings. The RM owns several large parcels of land that could support commercial, residential, recreational, or conservation-focused development in the future.

Digital connectivity, once a challenge, is rapidly improving throughout the RM. The expansion of high-speed internet via Valley Fibre and Starlink services, alongside planned investments in communications towers, is opening new doors for residents and businesses, whether in home-based entrepreneurship, tourism marketing, or remote work.

The housing landscape in Reynolds is also evolving. While the region has long been known for its large residential lots and private spaces, some communities are seeing growing interest from new buyers attracted to the rural lifestyle and proximity to nearby towns. Demographic change is underway in places like Ward 7, where new residents from Falcon Lake, West Hawk Lake, and Winnipeg are gradually replacing an aging population and bringing new energy to the region.

Culture, heritage, and tourism are also strong threads woven throughout Reynolds. The municipality is home to historic trails, arts events, nature sanctuaries, and community landmarks that reflect local heritage and identity. New welcome signage projects, unique features like the "Stump," and ongoing efforts to promote historical sites such as the Dawson Trail create new opportunities for placemaking and tourism development.

Reynolds is more than the sum of its parts. It is a collection of small but determined communities that value independence, connection to nature, and collaborative progress.

IDENTIFIED STRENGTHS

The following is a list of strengths identified by the community and council.

1. **Active Community Organizations and Partnerships:** The RM benefits from a strong network of volunteer-driven clubs, community centres, and champions, working together on events, fundraising, and local initiatives that enhance the quality of life for residents in the municipality.
2. **Thriving Local Sectors and Businesses:** The RM's economy is supported by a diverse mix of industries, including agriculture, forestry, peat moss operations, construction, tourism, and small-scale manufacturing, with many local businesses experiencing ongoing success and growth.
3. **Skilled Workforce and Creative Talent:** Reynolds is home to a skilled workforce with expertise in trades, agriculture, and food services, alongside a growing community of artists contributing to the creative economy.
4. **Strategic Transportation Access:** Reynolds benefits from exceptional highway and rail access, offering strong connections for freight, tourism, commuting, and local business development.
5. **Business-Ready and Civic Infrastructure Assets:** Reynolds has a solid foundation of civic and business-supporting infrastructure, including essential services, community facilities, transportation corridors, and emergency services that serve both residents and local industries.
6. **High-potential Land Portfolio:** The RM of Reynolds holds a substantial portfolio of municipally owned lands, ranging from small community lots to large, undeveloped tracts, offering significant opportunities for future growth, development, or conservation.
7. **Quality of Life and Natural Environment:** Reynolds offers a peaceful, nature-oriented lifestyle with scenic landscapes, outdoor recreation opportunities, and a strong sense of rural tranquillity and privacy that appeals to residents and visitors alike.
8. **Rural Urban Proximity and Gateway Position:** Reynolds benefits from a strategic location that blends rural living with convenient access to nearby service centers, provincial parks, and key tourism corridors, positioning it as both a commuter-friendly community and a tourism gateway.
9. **Municipal Support and Governance Commitment:** Reynolds benefits from strong political will and municipal staff dedication, with council and administration consistently showing support for development, infrastructure investment, and community growth.
10. **Cultural and Heritage Tourism Assets:** Reynolds is home to a variety of cultural, historical, and nature-based attractions, ranging from museums and historical trails to iconic landmarks and natural scenery that collectively offer strong potential for tourism and community pride.
11. **Digital Connectivity Improvements:** Digital connectivity is steadily improving across Reynolds through the expansion of high-speed internet and planned investments in telecommunications infrastructure, strengthening the RM's ability to support residents, businesses, and future growth.

12. **Emerging Residential Market and Demographic Transition:** Reynolds is experiencing early signs of residential market activity and demographic change, shaped by in-migration, evolving housing preferences, and community openness to new residents.
13. **Affordable Tax Environment:** The RM of Reynolds maintains a low and affordable municipal tax rate, supporting resident retention and offering potential appeal to returning families or future residents.
14. **Community Resilience and Collaborative Problem Solving:** Residents and community groups across the RM of Reynolds have consistently demonstrated their ability to come together to solve problems, address challenges, and support one another through coordinated local action.
15. **Seven Distinct Hamlets Offering Diversity:** The RM of Reynolds is made up of seven distinct hamlets, each offering its unique character, geographic setting, and community identity.
16. **Essential Local Services and Amenities:** Reynolds' hamlets and neighbouring communities maintain key services and amenities, such as gas stations, restaurants, general stores, post offices, and emergency services, that provide daily necessities and support local resilience.

WEAKNESSES

A frank look at the internal challenges limiting growth or capacity.

The RM of Reynolds faces a range of structural, social, and economic weaknesses that shape the region's current development capacity and limit its ability to respond quickly to emerging opportunities. These weaknesses, identified through local engagement and council insights, reflect both historic gaps and present-day challenges that must be acknowledged to build a stronger future.

One of the most visible weaknesses across the RM is the lack of essential retail, healthcare, and educational services. Many residents must travel to neighbouring communities for basic needs such as groceries, gas, medical appointments, and access to schools or childcare. While rural living comes with a level of self-sufficiency, the limited availability of core services within the RM influences lifestyle choices. It affects who chooses to live or invest in the region. The absence of local schools or healthcare facilities, for example, may make the area less attractive to young families or retirees.

Infrastructure also remains a constraint. Reynolds does not have centralized water or wastewater systems like those found in urban centres. Most residents rely on wells, cisterns, or holding tanks. While this model works for many, it also presents barriers to denser residential or commercial development, especially along major highways where demand for new projects is increasing. Developers are typically responsible for funding major infrastructure upgrades, such as new roads or treatment facilities, which drives up project costs and limits investment viability. This reactive infrastructure model, combined with a lack of shovel-ready land and formalized commercial zones, puts Reynolds at a disadvantage when competing for development dollars.

Many of these challenges are rooted in a legacy of status quo governance that prioritized short-term maintenance over long-term planning. The municipality does not yet have a dedicated economic development website, targeted investment marketing, or defined incentive programs. In some communities, even basic assets such as signage or vacant commercial space are lacking. As a result, Reynolds finds itself needing to play catch-up, building the foundations now that other regions developed years ago.

Social and cultural dynamics further complicate growth. There is evidence of fragmented collaboration between communities, stakeholders, and the RM itself. A lack of shared identity across wards contributes to inconsistent engagement and varying perceptions of fairness. In some areas, there is limited civic pride, low volunteerism, and resistance to change. While these are not universal across the RM, their impact is felt in decision-making, project support, and the capacity to execute new initiatives.

Taken together, these weaknesses highlight a community that has been shaped by independence and rural resilience but is now being called to adapt. There is much ground to cover to become development-ready in a proactive rather than reactive manner. However, every step forward contributes to the momentum needed. Whether it is securing funding for infrastructure planning, formalizing communication tools, or celebrating small wins in volunteer engagement, each effort moves the municipality closer to long-term sustainability.

Moving forward, Council will play a critical role in shaping the tone and pace of that change. By championing a positive outlook and focusing on practical, incremental steps, they can help rebuild trust, cultivate collaboration, and reposition Reynolds as a rural municipality that is ready to grow.

IDENTIFIED WEAKNESSES

The following is a list of weaknesses identified by the community and council.

- 1. Retail, Services, Healthcare, and Education Access Varies Widely Across the RM:** Many communities in Reynolds lack in-community access to essential services, including grocery stores, gas stations, restaurants, healthcare clinics, hospitals, and schools. Residents are required to travel to other regions, often as far as Winnipeg or Steinbach, to meet everyday needs. This pattern contributes to economic leakage and shapes a rural lifestyle that may not appeal to young families, retirees, or those seeking convenience and local amenities.
- 2. Internet and Digital Access Limitations Still Affect Rural Areas:** While connectivity is improving, thanks to Starlink and the expansion of Valley Fibre, some areas of the RM still experience inconsistent or unavailable internet service. For those who remain unconnected, the barriers are often financial, technological, or preference-based.
- 3. Infrastructure Gaps and Land Constraints Limit Development Potential:** The RM lacks key foundational infrastructure needed to support residential, commercial, or industrial growth. These gaps include limited access to development-ready land, inadequate road infrastructure, and the absence of water and wastewater systems in key areas. Developers often face the full cost burden of infrastructure, which may discourage investment. Many strategic sites are privately held or classified as Crown land, limiting municipal control and long-term planning.
- 4. Community Assets Remain Underutilized or Neglected:** Some publicly owned or tourism-adjacent spaces are not being leveraged for their full potential. Sites such as the green space at Pine Cove, the closed Rennie Hotel, the old museum site, and the former rail station remain underutilized or unmaintained. These missed opportunities could otherwise support beautification, tourism, or economic activation.
- 5. Fundamental Economic Development Tools Are Still Being Built:** The RM's economic development function remains in its early stages. Basic tools such as a dedicated website, promotional materials, business attraction strategies, and updated policies are still missing. Many councillors and residents are unaware of the available tools.
- 6. Regulatory Barriers Discourage Investment and Business Growth:** High application fees, outdated zoning bylaws, and slow or unclear approval processes create hurdles for development. Developers and small businesses must often absorb infrastructure costs like road construction and face a regulatory environment that feels inaccessible or overly bureaucratic. These barriers create a perception that it is difficult to do business in the RM.
- 7. Persistent Resistance to Change and Growth:** A vocal segment of the population continues to resist change, often driven by NIMBYism, deep mistrust, cultural norms, and conspiracy-related fears. This resistance impedes public consultation processes and delays or derails new developments and community initiatives.
- 8. Trust and Collaboration Gaps Undermine Collective Efforts:** There is a long-standing deficit in trust and collaboration across communities, organizations, and stakeholders. Residents often feel disconnected from municipal decision-making, and there is tension over perceived inequality in service delivery across wards. Fragmentation, past grievances, and a lack of shared identity make it harder to build unified momentum.

- 9. Disengagement and Low Community Participation:** There is widespread disengagement from municipal and community initiatives. Residents are often unaware of local projects, do not participate in public consultations, and may lack the information or motivation to get involved. This weakens grassroots momentum and reduces public input into decision-making.
- 10. Communication Breakdowns Limit Public Awareness and Coordination:** Communication between the RM and residents, and between residents themselves, is limited. The RM uses limited tools for information-sharing. Older residents without internet access are especially disconnected. Community groups often work in isolation, and businesses report weak communication ties with the broader public.
- 11. Volunteer and Leadership Capacity is Critically Overstretched:** A small number of residents carry the burden of leading events, organizations, and initiatives, often across multiple roles. This has led to burnout, stalled projects, and difficulty recruiting new volunteers or leadership, particularly among younger generations.
- 12. Youth, Families, and Skilled Newcomers are Not Putting Down Roots:** Young families, skilled workers, and new residents are not moving into the RM in significant numbers, and in many cases are leaving. There is a general lack of demographic renewal, and many communities are not seen as attractive to key population groups like young families or retirees.
- 13. Community and Economic Identity are Undeveloped in Some Hamlets:** Certain communities lack a defined identity, brand, or economic niche. Without a distinctive purpose or cultural draw, these areas struggle to attract investment or new residents and lack the momentum to develop a more cohesive vision.
- 14. Business Environment Presents Barriers for Entrepreneurs:** Local entrepreneurs face a complex landscape. High startup costs, lack of mentorship, low local consumer support, and minimal municipal guidance combine to discourage new business creation. Youth interested in entrepreneurship also face employment limitations and a lack of entry points.
- 15. Economic Leakage Remains a Persistent Challenge:** With few local services, residents spend the majority of their income outside the RM, weakening local businesses and reducing the overall tax base. This spending pattern is tied to missing infrastructure and service gaps.
- 16. Legacy of Governance Focused on Status Quo Slowed Progress:** For many years, RM governance prioritized status quo over growth. While this approach may have reflected public sentiment at the time, it also left behind outdated policies, underutilized assets, and a cautious administrative culture that newer councils now must navigate.
- 17. Limited Local Job Opportunities Drive Outmigration:** Minimal business presence across the RM means there are very few local job opportunities. This pushes residents, especially younger ones, to seek work in nearby towns or outside the region entirely, contributing to population decline and economic leakage.
- 18. Low Civic Pride and Community Optimism in Some Areas:** In certain parts of the RM, there appears to be a lack of local pride, optimism, or belief in the community's future. This low morale can make it harder to generate engagement, build identity, and foster the kind of momentum needed to support development or revitalization efforts.

19. General Lack of Awareness About Skills, Assets, and Opportunities: Several councillors were unable to identify local skills, businesses, trades, or economic niches in their wards, suggesting a broader lack of awareness about community assets or potential. This perception gap makes it harder to support development from within.

OPPORTUNITIES

Emerging possibilities to advance economic, social, and community goals.

The RM of Reynolds is positioned to pursue a range of practical, place-based opportunities that align with its existing assets, community priorities, and long-term goals. Across the municipality, residents and the council have identified key areas where momentum is building.

Tourism is one of the most promising opportunity areas in Reynolds. The RM benefits from a strong geographic location at the edge of the Whiteshell Provincial Park and along the Trans-Canada and PTH 44 corridors, routes heavily used by travellers heading to cottages, parks, and lakes. This positioning creates multiple entry points for Reynolds to attract and capture tourism activity. Several distinct opportunities have emerged, including the creation of a unified tourism brand and website, enhanced signage and visitor information, and experiential tourism such as local food tours, heritage stops, and outdoor-based programming. There is also a growing interest in expanding accommodations, including small-scale campgrounds, short-term rentals, and eco-friendly stays, especially in communities already seeing seasonal demand.

Business and entrepreneurial growth is another area of potential. Reynolds is home to many small, rural enterprises, ranging from resource-based operators and tradespeople to market vendors and seasonal service providers. Opportunities exist to support these businesses through a centralized business directory, expanded home-based business policies, and promotional tools like local “shop local” campaigns. There is also momentum to explore new small business spaces, especially in municipally owned buildings or underused community halls, where affordable rental opportunities could be paired with business support programs.

Reynolds is actively exploring ways to attract new residents and strengthen its housing base. With growing interest from retirees, remote workers, and cottagers seeking permanent residence, there are opportunities to proactively prepare land for housing development and adopt a more lifecycle-based housing approach. Some residents have suggested incentives or packages that would help encourage people to relocate to Reynolds. This could include residential welcome packages, digital promotion of available lots and homes, or simplified development procedures. Communities such as McMunn, East Braintree, and Ste. Rita is already experiencing gradual demographic shifts, suggesting there is room to grow the population in line with infrastructure capacity and community values.

The RM’s ability to support these opportunities is reinforced by its municipal land holdings and civic infrastructure. Reynolds owns several parcels of land with development potential, which could be used to pilot new housing, recreation, or business projects. The municipality also has a growing ability to secure and manage grant funding for large-scale initiatives. Residents and the council have identified the need to actively pursue funding opportunities that could unlock projects not currently possible within the local tax base, especially for infrastructure, recreation, or heritage revitalization.

Digital connectivity is another emerging opportunity. As broadband access expands through Starlink and Valley Fibre, and as new towers come online, Reynolds is entering a new phase of digital capacity. This shift allows for more aggressive promotion of remote work lifestyles, digital entrepreneurship, and tourism marketing.

Policy and regulatory updates have also been identified as an essential enabler of local development. Reynolds has the opportunity to streamline development processes and create new policies that actively encourage responsible growth. These changes could help reduce barriers for residents and businesses while ensuring that new development aligns with the RM’s vision.

Together, these opportunities reflect a municipality that is open to new ideas, ready to support modest but meaningful growth, and aware of its potential. Reynolds’ residents, volunteers, and council have identified a range of achievable directions, each rooted in the local context and capable of helping the RM move forward in a way that reflects its character and capacity.

IDENTIFIED OPPORTUNITIES

The following is a list of opportunities identified by the community and council.

- 1. Tourism Branding, Marketing and Online Presence:** Reynolds has a unique opportunity to strengthen its tourism economy by developing a clear brand identity, creating a dedicated tourism website, and actively promoting its natural, cultural, and recreational assets. By partnering with organizations like Travel Manitoba and aligning with regional tourism campaigns, the RM can increase its visibility, attract more visitors, and create a stronger sense of place for both tourists and residents. A strategic approach to branding and digital presence will help showcase what makes Reynolds distinctive and worth visiting.
- 2. Community Events and Festivals as Economic Drivers:** Community events and festivals are powerful tools for economic development, cultural expression, and community pride. By expanding existing events and introducing new celebrations, Reynolds can attract both residents and visitors, create local spending opportunities, and highlight the RM's history, traditions, and creative talent. With stronger promotion and coordination, these gatherings can grow into signature experiences that contribute to tourism and support small businesses.
- 3. Experiential and Niche Tourism:** Reynolds offers unique opportunities for experiential and niche tourism through agri-tourism, eco-tourism, and cultural heritage experiences. Visitors could explore scenic trails, wildlife habitats, historic landmarks, and farm-based activities, providing authentic rural experiences that stand out from more traditional tourism. Developing and packaging these experiences will attract visitors seeking meaningful and immersive travel.
- 4. Strategic Tourism Sites and Infrastructure:** Several underutilized, scenic, or unmanaged locations exist within Reynolds, such as Lafarge Pits (a.k.a. Reynolds Ponds), the Sandilands Forest Reserve, and municipal lands. These sites present opportunities for development or enhancement as tourism, recreation, or hospitality destinations. Thoughtful investment and adaptive reuse of these places (and others) can enrich the local tourism offering and create new attractions and activities for both residents and visitors.
- 5. Tourism-Driven Commercial Services:** Reynolds' location near highways and parks, combined with seasonal visitor traffic, offers great potential for businesses that cater to tourists. This includes roadside stops, accommodations, food services, equipment rentals, and other tourism-related commercial activities. Developing these services can support visitor needs and create economic benefits for the community.
- 6. Cultural and Heritage Tourism:** Reynolds is home to rich historic and artistic assets, such as the Dawson Trail, local museums, and artists. By actively promoting these cultural and heritage resources, the RM can develop themed events, festivals, and partnerships that celebrate its unique history and artistic community, attracting visitors interested in authentic cultural experiences.
- 7. Targeted Business Attraction and Entrepreneurial Development:** Reynolds has strong potential to attract home-based businesses, solopreneurs, and digital entrepreneurs who are drawn to its quiet rural lifestyle and improving internet connectivity. By offering targeted training, workshops, business directories, and incentives, the RM can create an environment that encourages new business formation and helps entrepreneurs thrive locally.

- 8. Digital Economy and Infrastructure Opportunities:** The recent rollout of Valley Fibre internet and new communication towers provides timely opportunities to promote digital businesses, remote work, co-working spaces, and digital skills training across Reynolds. Enhancing digital infrastructure and connectivity is key to modernizing the local economy and attracting knowledge-based workers.
- 9. Workforce Development Partnerships and Training:** There are opportunities to create or strengthen workforce programs in partnership with industry groups, trade schools, and neighbouring municipalities. Focusing on sectors like hospitality, skilled trades, and emergency services, these programs can help train, retain, and attract workers to meet the RM's evolving economic needs.
- 10. Youth Retention and Local Employment Creation:** There is a strong community desire to create meaningful job opportunities that keep young people and families living and working in Reynolds. Initiatives focused on youth employment programs, supporting small businesses, and expanding local service jobs can help retain younger generations and strengthen the local workforce.
- 11. Residential Development and Infill Potential:** Reynolds has significant potential to encourage new residential growth through diverse housing options such as multi-unit developments, infill on larger rural lots, and mixed-use or lifestyle communities. These housing types can attract retirees, remote workers, and young families seeking a rural yet connected lifestyle.
- 12. RM-Owned Land Activation and Planning:** With thousands of acres of municipally owned land, the RM is uniquely positioned to lead strategic planning, rezoning, and creative land use initiatives. Through partnerships or land swaps, this land can be unlocked for housing, business, tourism, or conservation projects that support community goals and economic growth.
- 13. Business Development Opportunities in Underserved Sectors:** Residents and the council have identified key gaps in services such as gas stations, restaurants, car washes, and personal care. Supporting the development of these businesses can meet local needs, reduce economic leakage to other areas, and provide new economic activity within the RM.
- 14. Small Business Support and Resource Tools:** Creating resources like a business directory, support hubs, incubators, and training programs can help lower barriers for entrepreneurs. These tools improve business visibility, foster growth, and connect owners to funding, shared infrastructure, and mentorship opportunities.
- 15. Investment Attraction and Incentive Programs:** Implementing tools such as incentive programs, grants, formal letters of support, and clear communication strategies can increase the RM's attractiveness to investors. Such programs help build investment readiness, encourage development, and signal a business-friendly environment.
- 16. Policy and Regulatory Streamlining:** Reynolds can encourage development and investment by simplifying zoning rules, reducing bureaucratic hurdles, updating outdated regulations, and creating policies that allow for proactive economic development. These changes will make it easier for residents, businesses, and developers to navigate processes while maintaining community standards.
- 17. Commercial and Industrial Site Development:** Strategically located land near highways, rail lines, and utilities offers strong potential for industrial parks, manufacturing, logistics hubs, and commercial enterprises. Developing or marketing these sites can attract new businesses and diversify the local economy.

- 18. Infrastructure Investment and Advocacy:** Focused investment in essential infrastructure, such as roads, water systems, and internet connectivity, is critical to support growth and improve residents' quality of life. Pursuing partnerships and grant opportunities can help secure needed funding and accelerate improvements.
- 19. Enhanced Municipal Communications and Engagement:** Improving how the RM communicates with residents through digital platforms, newsletters, and proactive outreach builds trust, transparency, and a stronger sense of community. Better engagement ensures residents stay informed and connected to local initiatives and opportunities.
- 20. Collaboration with Indigenous Communities:** Strengthening relationships and partnerships with Indigenous groups offers opportunities for shared economic development, cultural tourism, housing projects, and land use planning. These collaborations can foster mutual benefits and enrich community diversity.
- 21. Healthcare Access and Recruitment Support:** Access to healthcare remains a challenge in many parts of Reynolds. By exploring solutions like professional recruitment incentives (e.g. housing), partnerships with regional health authorities, and rotating or mobile health services, the RM can help ensure residents, especially those in more remote areas, have better access to care and emergency response.
- 22. Strategic Park Partnerships and Advocacy:** Reynolds' location adjacent to provincial parks presents a strong opportunity to work more closely with Manitoba Parks. Joint initiatives could include tourism infrastructure, shared event programming, or collaborative funding efforts that enhance visitor experiences while supporting local business and community development.
- 23. Resource and Infrastructure-based Development Opportunities:** The RM has long-term potential in areas such as natural gas pipeline expansion, mineral exploration, and access to Crown Land. With responsible planning, these infrastructure and resource-based opportunities could support economic diversification, attract new investment, and serve broader development goals.
- 24. Targeted Residential Attraction:** To grow its population sustainably, Reynolds can focus on attracting specific groups like retirees, remote workers, and creative professionals. Strategies may include lifestyle marketing, showcasing affordable rural properties, enhancing digital infrastructure, and improving aesthetics in residential areas to boost appeal.
- 25. Explore Grant Opportunities:** With limited local financial resources, Reynolds can unlock new development potential by proactively identifying and pursuing grant opportunities. External funding can help advance key priorities, such as housing, infrastructure, recreation, and tourism, that may otherwise be out of reach through the municipal budget alone.
- 26. Reynolds as a Gateway to Provincial Park Tourism:** Reynolds' strategic location near Whiteshell Provincial Park positions it as a natural access point for travellers. Investments in gateway infrastructure, like signage, rest stops, and potential visitor facilities, alongside collaboration with Travel Manitoba and Manitoba Parks, could significantly enhance tourism and local business opportunities.
- 27. Creative Land Use and Environmental Stewardship:** Reynolds has the space and natural assets to explore innovative land uses that align with both sustainability and economic development. Ideas such as eco-lodges, forest schools, renewable energy projects, or conservation-based tourism can diversify the local economy while reinforcing environmental values.

THREATS

External or structural risks that may hinder progress or require adaptation.

The RM of Reynolds faces several persistent threats that limit its ability to grow, plan confidently, and sustain healthy, thriving communities. These risks are shaped by external systems and structural realities that are difficult to address locally. Yet, they have significant effects on the lives of residents and the long-term resilience of the municipality.

A central concern is the steady population decline and aging demographic. Young people and families continue to leave the RM, and as a result, many communities face shrinking volunteer capacity, reduced civic participation, and fewer residents available to support community life. These demographic trends also reduce the pipeline of local leadership and raise concerns about the long-term viability of core institutions, events, and programs.

Essential public services are limited or absent across much of the RM, creating barriers to safety, stability, and population growth. The absence of in-community schools and inconsistent access to fire protection, ambulance service, and emergency response contribute to public safety concerns and reinforce a sense of rural isolation. These service gaps also hinder the RM's ability to attract new residents or support aging populations, particularly in outlying communities.

Housing availability adds to this pressure. Few rental options, starter homes, or seniors' accommodations across much of the RM. This limits the ability to attract or retain new residents and makes it difficult for people to remain in their communities as their needs change.

Economically, the RM continues to experience an outflow of employment and spending. Few businesses offer full-time jobs, and the commercial tax base is limited. Many residents commute out of the RM for work, and those who operate businesses locally struggle with visibility, staffing, and succession planning.

Volunteer burnout, low youth engagement, and community division present further risks to grassroots programming and social cohesion. In some areas, efforts to innovate are slowed by resistance to change or a lack of alignment among residents. Several council members noted that poor communication or historic friction between groups has long undermined momentum, even when funding or energy is present.

Infrastructure limitations also constrain growth. While hydro service is generally stable once in place, new connections for development can involve lengthy delays. Water access is not a barrier in most areas, with wells being the norm and functioning well across the RM; however, there is no central water system in most communities, and this limits the types of development that can occur. Prawda is one area where water access is known to be a constraint.

The RM's high proportion of Crown Land significantly limits opportunities for growth and expansion. With 90.5% of the land base under provincial jurisdiction, Reynolds has far less control over local development compared to neighbouring municipalities. This imbalance constrains the RM's ability to guide long-term land use planning, pursue new economic development, or accommodate future residential growth. Meanwhile, funding programs, grant formulas, and provincial service models often fail to account for the unique realities of rural geography and capacity, leaving the RM at a disadvantage when competing for external support.

Environmental threats are also increasing. Wildfires, floods, and extreme weather events are becoming more frequent, placing stress on infrastructure, emergency response, and long-term planning. At the same time, the loss of local amenities such as schools, healthcare, and commercial services in nearby areas further limits resident access to basic needs.

These challenges highlight the importance of long-term coordination, improved systems, and a clear strategy for advocacy and investment. While not all of these threats can be solved locally, understanding their full impact will help the RM adapt and build a stronger foundation for the future.

IDENTIFIED THREATS

The following is a list of threats identified by the community and council.

1. **Population Decline, Aging, and Outmigration:** The RM of Reynolds continues to experience steady population decline, with many younger residents leaving in search of employment, education, or services. At the same time, the remaining population is aging, leading to reduced workforce availability and increasing pressure on volunteers and care supports. This demographic shift threatens the long-term sustainability of communities and makes it more challenging to attract investment, operate programs, and maintain essential services.
2. **Housing Shortages and Affordability:** Limited housing supply, especially affordable options or rental stock, is a growing issue in Reynolds. Young families, new workers, and downsizing seniors often struggle to find suitable places to live, and some are choosing neighbouring municipalities instead. Without expanded housing options, population attraction and retention efforts will continue to stall.
3. **Employment Gaps and Economic Leakage:** The lack of diverse, year-round employment opportunities forces many residents to work elsewhere or leave the municipality altogether. At the same time, local spending often flows out to other communities due to limited services and retail options. This economic leakage weakens local business sustainability and reduces overall economic resilience.
4. **Volunteer Burnout and Shrinking Capacity:** Many community programs and events rely on the same small group of volunteers, many of whom are aging or nearing burnout. With fewer young people stepping into leadership roles, there is concern that essential social infrastructure (like community halls, recreation programs, and events) may not be sustainable in the long term.
5. **Apathy, Division, and Resistance to Change:** In several parts of the RM, progress is hampered by community division, low civic engagement, or resistance to new ideas. This creates a problematic environment for introducing new projects, applying for grants, or generating momentum for change, especially where mistrust or negativity prevails.
6. **Water and Wastewater Infrastructure Limitations:** Outdated, undersized, or absent water and wastewater systems make it difficult to develop new residential or commercial projects in many parts of Reynolds. Some communities also face water quality issues or limited access to emergency water. These infrastructure deficits block growth and limit livability.
7. **General Infrastructure Deficiencies:** Poor road conditions, limited power reliability, and a lack of basic infrastructure, such as broadband or emergency shelters, continue to affect everyday quality of life and investor confidence. These gaps make it harder to attract new development and pose safety risks for existing residents.
8. **Negative Perceptions and Visibility Gaps:** Reynolds is often overlooked or misunderstood by potential visitors, investors, or provincial partners. Some parts of the RM are seen as 'just a pass-through' with limited amenities, while better-known neighbours overshadow others. Internal negativity can compound the problem by discouraging community pride or ambition.

9. **Regulatory, Zoning, and Land Use Barriers:** Development is complicated by rigid or inconsistent zoning rules, provincial red tape, and Crown Land restrictions. Even community-supported projects can stall due to overlapping regulations, unclear processes, or land classification issues that limit what can be built where.
10. **Funding and Fiscal Vulnerabilities:** The RM's financial stability is vulnerable to changes in provincial funding formulas, inflation, and grant competition. Unexpected infrastructure costs or provincial downloading could strain the local tax base, while limited fiscal room reduces the RM's ability to be proactive or strategic in development.
11. **Decline of Local Services and Amenities:** Residents in many parts of Reynolds must travel long distances to access basic services such as groceries, healthcare, childcare, and recreation. Youth services are minimal. Without improvements, these service gaps will continue to drive families and businesses elsewhere.
12. **Environmental and Climate Hazards:** Flooding, wildfires, harsh winters, and changing climate conditions pose growing risks to Reynolds residents, infrastructure, and the tourism economy. Aging culverts, limited emergency shelters, and increasing fire bans highlight the need for more robust preparedness and adaptation.
13. **Business Visibility and Retention Risk:** Without stronger support systems and marketing, Reynolds risks losing the small businesses it has. Entrepreneurs may close or relocate if they feel isolated, invisible, or unsupported, especially when facing inflation, rural supply chain issues, or inconsistent local buying.
14. **Planning and Organizational Gaps:** Reynolds currently lacks key tools like land asset tracking, economic development data, and investment readiness strategies. This reduces the RM's ability to respond quickly to opportunities, secure grants, or coordinate efforts with other partners.
15. **Historical Distrust and Policy Neglect:** Some parts of the RM feel they have been overlooked or under-supported by the provincial government over many years. This legacy of neglect fuels skepticism toward planning efforts and undermines community confidence in the potential for positive change.
16. **Aging Public Buildings and Community Facilities:** Many public buildings in Reynolds, including community halls and municipal assets, are aging and in need of upgrades. This affects safety, accessibility, and programming potential, especially for seniors, youth, and large events.
17. **Inconsistent Support for Local Champions:** Community leaders and grassroots volunteers often struggle to find consistent backing from municipal leadership. When individuals or groups step up to lead local initiatives, they can feel isolated, unsupported, or burdened by unclear processes.
18. **Regional Overshadowing and Identity Loss:** With strong regional neighbours nearby, Reynolds risks being seen as a 'blank space' or undefined rural area. Without a clear and cohesive identity, the RM may lose tourism and investment potential to areas with more visible branding and stronger reputations.
19. **Limited Access to Federal Grants and Support:** Federal funding programs often fail to account for rural realities, including limited staff capacity, match requirements, and administrative burdens. As a result, Reynolds may be missing out on funding streams that could support local development.

20. **Crown Land Policy Challenges:** Inflexible Crown Land policies limit the RM’s ability to manage, sell, or re-zone land for development, housing, or recreation. These limitations restrict community growth and long-term planning efforts, especially in areas surrounded by provincially owned land.
21. **Low Visibility in Tourism Algorithms and Maps:** Online tools like Google Maps or travel platforms often fail to feature Reynolds attractions, businesses, or community events. This digital invisibility reduces visitor traffic and undercuts the potential of local tourism assets.
22. **Rural Service Delivery Gaps:** Many provincial and federal programs are not well-designed for rural communities, with centralized delivery models that assume access to services, transportation, or broadband. Reynolds residents are often left out or underserved due to these urban-centric systems.



STRATEGIC GOALS

STRATEGIC GOALS FOR SEPTEMBER 1, 2025, TO SEPTEMBER 30, 2026

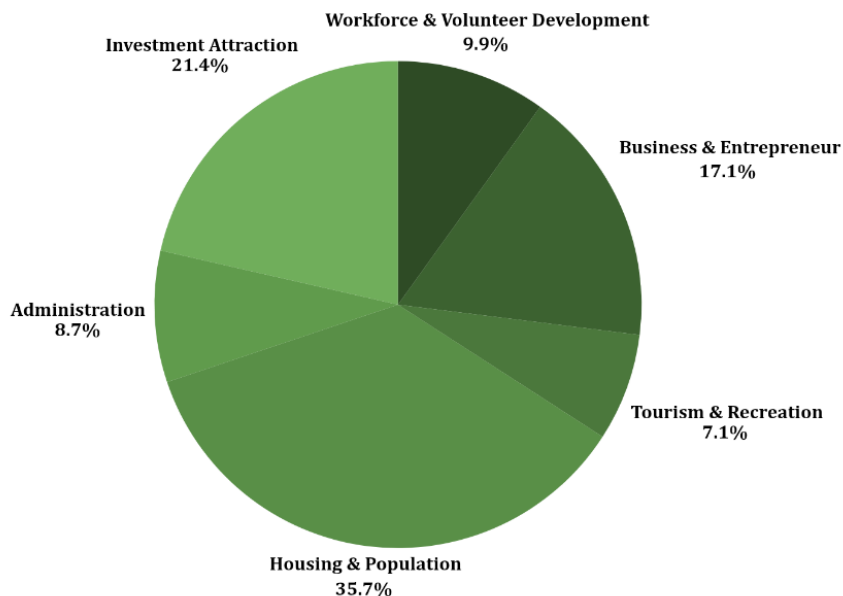
The Strategic Goals outlined in this plan translate the broad focus of the six Strategic Economic Development Pillars and the Economic Development Projects identified in the next section into specific, measurable, and time-bound priorities. Each goal is designed to deliver tangible outcomes within the RM’s available resources while laying a foundation for future growth and capacity-building.

The goals were developed through a careful review of the Economic Development Projects listed in the Master Parking Lot, developed after examining community needs, council priorities, and available capacity, with an emphasis on:

- **Feasibility:** ensuring that goals can be completed or significantly advanced within the 2025 – 2026 planning period.
- **High-impact:** prioritizing initiatives with the greatest potential to strengthen the RM’s economic and community resilience.
- **Alignment:** directly supporting the objectives of their respective pillar and contributing to the RM’s long-term vision.
- **Measurability:** including clear performance indicators for tracking progress and ensuring accountability.

Each pillar includes selected goals for immediate action during the current cycle. Each goal consists of a SMART Goal, the justification, a value statement, performance measures, estimated hours for completion and a related project number.

In total, 1,260 hours of effort are planned from September 1, 2025, to September 30, 2026. The chart below illustrates how those hours are distributed across the six pillars, highlighting how the RM’s efforts will be balanced across priorities during the 2025–2026 period.



With this balanced allocation of time and resources in mind, the following pages outline the specific goals under each pillar, detailing the 2025–2026 period.

STRATEGIC ECONOMIC DEVELOPMENT PILLARS DEFINED

The six pillars below form the foundational framework for all economic development priorities and projects in the RM of Reynolds. They provide a clear structure for planning, decision-making, and resource allocation, ensuring that every initiative aligns with the RM's long-term vision for a thriving, resilient, and inclusive community.

PILLAR 1: WORKFORCE AND VOLUNTEER DEVELOPMENT AND EDUCATION

Strengthen the local workforce, both paid and volunteer, by aligning skills with the needs of businesses, services, and community sectors. Build partnerships with educational institutions, training providers, and organizations to deliver job readiness programs, leadership development, and sector-specific training. Priorities include mentorship programs, youth employment initiatives, volunteer onboarding, and skills-based workshops that expand career pathways and leadership capacity.

PILLAR 2: BUSINESS AND ENTREPRENEURSHIP DEVELOPMENT

Foster a thriving and resilient local economy by supporting existing businesses and encouraging new ventures. Provide mentorship, incentives, and access to resources to help businesses innovate, scale, and transition to new ownership when needed. Focus on nurturing startups, including home-based enterprises and side hustles, through targeted business retention and expansion (BRE) strategies, an entrepreneurial support network, and opportunities for collaboration across sectors.

PILLAR 3: TOURISM AND RECREATION DEVELOPMENT

Enhance the local economy and quality of life by developing tourism and recreation opportunities that serve both residents and visitors. Support destination branding, outdoor recreation, cultural experiences, and coordinated marketing efforts. Emphasize projects that provide everyday access to nature and culture while building partnerships with tourism operators, event organizers, and regional stakeholders. Position the RM as a welcoming, vibrant, and naturally rich place to visit, live, and explore.

PILLAR 4: HOUSING AND POPULATION RETENTION AND EXPANSION

Encourage sustainable population growth by attracting and retaining residents through flexible housing options, targeted marketing, and newcomer support programs. Collaborate with developers, landowners, and housing agencies to create diverse housing solutions that meet community needs, including aging-in-place, rental units and phased developments suitable for smaller communities. Align housing growth with workforce and quality-of-life goals.

PILLAR 5: INVESTMENT ATTRACTION AND DEVELOPMENT ENABLEMENT

Promote the RM as an investment-ready and business-friendly location by showcasing local assets, preparing sites for development, and streamlining regulatory processes. Build relationships with developers, site selectors, and prospective investors to attract responsible, long-term investment. Provide tools and supports that reduce barriers, accelerate timelines, and align development with the RM's strategic priorities.

PILLAR 6: ECONOMIC DEVELOPMENT ADMINISTRATION AND COMMUNITY OUTREACH

Ensure the success of all pillars through strong administration, transparent communication, and active community engagement. Manage data, reporting, and partnerships to support informed decision-making. Provide the organizational structure, professional development, and outreach needed to coordinate initiatives, monitor progress, and maintain public trust in the RM's economic development efforts.

PILLAR ONE: STRATEGIC PRIORITIES FOR WORKFORCE AND VOLUNTEER DEVELOPMENT AND EDUCATION

Pillar One focuses on strengthening the RM of Reynolds' capacity to attract, retain, and support both skilled workers and volunteers essential to the vitality of the community. The following strategic goals have been selected based on their potential to address critical gaps in workforce sustainability, volunteer succession, and youth employment engagement, while remaining achievable with current resource constraints. These initiatives aim to build a strong foundation for long-term workforce planning, leadership development, and community self-reliance.

The selected goals reflect a prioritization of high-image, feasible actions that can be completed or significantly advanced by September 30, 2026, within the estimated 125 hours available for work under this pillar (10% of the work activities). Additional projects have been identified for future implementation and goal development in subsequent planning cycles.

STRATEGIC GOAL 1: VOLUNTEER GROUP SUCCESSION PLANNING PROJECT

SMART Goal: By August 31, 2026, conduct a facilitated engagement process with 10 to 15 active volunteer-led groups in the RM of Reynolds to assess leadership succession challenges, identify potential future leaders, and document sustainability needs, producing a summary report with recommendations for future support or training.

Justification: This initiative supports the long-term viability of community programs by proactively identifying where succession planning is lacking and where burnout is impacting operations. It lays the foundation for leadership mentorship, future volunteer recruitment, and administrative support strategies, and may uncover shared challenges and opportunities across groups.

Value Statement: This project amplifies the voices of local volunteers, promotes collaborative problem solving, and builds a culture of sustainability for community leadership. It directly supports the resilience of volunteer organizations, which are key pillars in the RM of Reynolds' social infrastructure.

Measurement and Tracking

- Number of volunteer groups engaged (target 10 to 15)
- Completion and dissemination of a summary report with recommendations
- Feedback from group representatives on the value of the process
- Internal documentation of common challenges and cross-group themes

Estimated Hours: ~60-75

Relevant Project(s): 1.1.1

STRATEGIC GOAL 2: YOUTH EMPLOYMENT PROGRAMS USING EXTERNAL GRANTS

SMART Goal: By November 1, 2025, launch a small promotional and support initiative to help a minimum of five community groups or small businesses in the RM of Reynolds apply for youth employment grants (e.g. Green Team, Canada Summer Jobs) through January 31, 2026. This will include the development of an internal tip sheet, information sharing and one-on-one grant application support.

Justification: This initiative enables businesses and nonprofit organizations in the RM of Reynolds to leverage federal and provincial funding for local youth employment opportunities, with no direct financial cost to the RM. The promotional tools created will remain usable in future years, reducing staff burden and increasing uptake in the support program.

Value Statement: This project offers high-impact results with minimal time investment, helping local youth find meaningful work and building community capacity to engage in employment programming.

Measurement and Tracking

- Number of businesses and organizations applying for grants (minimum 5)
- Number of applications submitted with RM Support
- Completion and internal use of the grant tip sheet and information package
- Uptake of materials in the following grant cycles (2027 and beyond)

Estimated Hours: ~20-25

Relevant Project(s): 1.3.1

STRATEGIC GOAL 3: FOUNDATIONAL WORKFORCE DATA COLLECTION

SMART Goal: By August 31, 2026, compile and organize key findings from ongoing community engagement and BRE efforts related to workforce gaps, local skills, and employment needs into three foundational working documents: a workforce needs scan, a preliminary skills inventory, and a draft awareness report for public education use.

Justification: While full project implementation will extend beyond the available hours, collecting and organizing this data now ensures that when the RM is ready to move forward, the foundational research is in place. This also allows future funding proposals or planning documents to include up-to-date local workforce intelligence.

Value Statement: This preparatory work supports data-informed decision-making, builds internal capacity and maximizes the value of conversations and research already underway. It ensures continuity and accelerates the launch of future strategic initiatives with minimal duplication of effort.

Measurement and Tracking

- Completion of three internal documents by the deadline
- Documentation of sources and methodology
- Integration of collected data into plans and funding proposals

Estimated Hours: ~20-25

Relevant Project(s): 1.1.2, 1.4.1, 1.4.2, 1.4.3

PILLAR TWO: STRATEGIC PRIORITIES FOR BUSINESS AND ENTREPRENEURSHIP DEVELOPMENT

Pillar Two focuses on strengthening the RM of Reynolds' local economy by supporting the success of existing businesses, fostering entrepreneurship, and creating conditions for sustainable business growth. The following strategic goals have been selected for their potential to generate high-impact results in areas such as data collection, relationship building, and capacity development, while remaining achievable with current resource levels. These initiatives aim to provide the foundational knowledge, skills, and connections needed to retain and expand local businesses, encourage new start-ups, and enhance the RM's visibility as a supportive place to do business.

The selected goals reflect a prioritization of practical, measurable actions that can be completed or significantly advanced by September 30, 2026, within the estimated 165 to 220 hours available to work under this pillar. Additional projects have been identified for future planning cycles to continue to strengthen business attraction, investment readiness, and entrepreneurship support.

STRATEGIC GOAL 4: COMPLETE A BUSINESS INVENTORY

SMART Goal: By November 30, 2025, complete a business inventory for the RM of Reynolds, documenting all active businesses across sectors, hamlets, and home-based settings, and organize the data into a searchable database to support communications, planning, and future programming.

Justification: A complete business inventory is foundational to effective economic development. It helps the RM identify who is operating where, understand business density and gaps, and prepare for the future business directory project.

Value Statement: This project increases the visibility of local businesses and supports more informed economic development decisions. It also ensures that all businesses, especially hidden ones, are counted and considered.

Measurement and Tracking

- Total number of businesses identified and documented
- Completion of a database or structured spreadsheet
- Ability to sort data by location, sector, and business type
- Internal notes on data gaps or challenges encountered

Estimated Hours: ~30-40

Relevant Project(s): 2.2.1

PILLAR THREE: STRATEGIC PRIORITIES FOR TOURISM AND RECREATION DEVELOPMENT

Pillar Three focuses on enhancing the RM of Reynolds' appeal as a destination for both residents and visitors by developing its tourism assets, recreation opportunities, and community event capacity. The following strategic goals have been selected for their ability to lay strong foundations for coordinated tourism growth, attract investment, and strengthen the community's identity through events and recreation programming. Together, these initiatives address current gaps in asset documentation, tourism strategy, and event support while remaining achievable with the resources available to the RM.

The selected goals emphasize practical, high-visibility actions that can be completed or significantly advanced by September 30, 2026, within the estimated 160 to 200 hours available for work under this pillar. Additional projects have been identified for future planning cycles further to expand tourism, product development, and recreation programming as capacity grows.

STRATEGIC GOAL 7: RECREATION AND TOURISM ASSET AND GAP REPORT

SMART Goal: By December 31, 2025, complete a Recreation and Tourism Asset Inventory of the RM of Reynolds by identifying and mapping all public-facing recreational and tourism-related assets, documenting their locations, basic condition and their purpose or use to inform future development, promotion, and investment readiness efforts.

Justification: A clear inventory of existing assets is essential to understanding what the RM already offers to residents and visitors. This foundational work supports future planning, marketing, grant-seeking, and strategic tourism development.

Value Statement: By documenting and mapping what currently exists, the RM builds a foundation for planning, informed investment, and coordinated promotion across multiple economic development and tourism initiatives.

Measurement and Tracking

- Completion of a mapped inventory of community and tourism assets
- Categorization of each asset's condition, location, and usage type
- Documentation of resident or stakeholder input
- Written gap analysis and recommendations for future planning or investment

Estimated Hours: ~20-30

Relevant Project(s): 3.1.1

PILLAR FOUR: STRATEGIC PRIORITIES FOR HOUSING AND POPULATION RETENTION AND EXPANSION

Pillar Four focuses on ensuring the RM of Reynolds can meet current and future housing needs while supporting population growth, community stability, and quality of life. The following strategic goals have been selected for their ability to provide a solid evidence base, guide land use and infrastructure planning, and move priority housing initiatives from concept to implementation. Together, these initiatives address gaps in housing data, development readiness, and policy tools, while ensuring that growth is managed in a way that aligns with local values and preserves the RM's rural character.

The selected goals reflect a prioritization of actionable, high-impact projects that can be completed or significantly advanced by September 30, 2026, within the estimated 270 to 340 hours available for work under this pillar. Additional projects have been identified for future planning cycles to continue to expand housing diversity, enhance population retention strategies, and strengthen the RM's ability to attract new residents.

STRATEGIC GOAL 9: MOLSON HOUSING DEVELOPMENT PROJECT

SMART Goal: By September 30, 2026, advance the planning and initiation of a housing development in Molson, Manitoba, by completing all the required research, planning, and pre-development activities to make the site shovel-ready. This will include market and feasibility studies, developer and investor engagement, site and infrastructure assessments, required approvals, and preparation of a complete development package to enable construction start.

Justification: Molson has been identified as a priority location for residential growth due to its strategic location within the RM. This project moves beyond high-level planning to actively position the community for new housing construction. By working directly with developers and creating a detailed development package, the RM can accelerate the delivery of new homes that meet local demand.

Value Statement: This initiative demonstrates the RM's commitment to proactive housing development by moving quickly from vision to action. It creates a tangible path for new homes in Molson, supports local population retention and attractions, and contributes to the community's long-term vitality and sustainability.

Measurement and Tracking

- Identification and engagement of at least three qualified developers
- Completion of a site and infrastructure readiness report
- Development of a concept plan and costing package
- Council review and formal decision on next steps
- Public and investor-facing promotional materials prepared

Estimated Hours: ~180-230

Relevant Project(s): 4.1.4

PILLAR FIVE: STRATEGIC PRIORITIES FOR INVESTMENT ATTRACTION AND DEVELOPMENT ENABLEMENT

Pillar Five focuses on positioning the RM of Reynolds as a competitive, investment-ready community through the development of high-quality data, professional marketing tools, and strategic readiness planning. The following strategic goals have been selected for their potential to strengthen the RM’s credibility with investors, streamline development processes, and highlight both local and regional advantages to prospective residents and businesses. Together, these initiatives provide the essential groundwork for attracting and enabling sustainable development across housing, commercial, and industrial sectors.

The selected goals emphasize practical, data-driven actions that can be completed or significantly advanced by September 30, 2026, within the estimated 210–270 hours available for work under this pillar. Additional projects have been identified for future planning cycles to enhance marketing capacity further, expand development partnerships, and support targeted investment attraction efforts.

STRATEGIC GOAL 12: COMMUNITY PROFILE OF THE RM OF REYNOLDS

SMART Goal: By December 31, 2025, develop and publish a Community Profile for the RM of Reynolds that captures demographic trends, economic performance, workforce composition, infrastructure, community services, and key assets. The document will be made available in both digital and print formats to support marketing, grant applications, and stakeholder engagement.

Justification: A complete and accurate community profile provides the RM, community organizations, and investors with a shared understanding of Reynolds’ strengths, challenges, and opportunities. It established a single, credible source of data for decision-making, advocacy, and external promotion.

Value Statement: This project positions Reynolds as a professional, data-driven community, ready to communicate its identity and potential. It empowers local organizations, strengthens investment attraction, and supports evidence-based planning.

Measurement and Tracking

- Completion of a published Community Profile with updated data tables, maps, and visuals
- Number of community groups and stakeholders receiving the profile
- Instances of the profile being used in grant applications or promotional efforts
- Annual Review and updated schedule established

Estimated Hours: ~60-80

Relevant Project(s): 5.1.1

STRATEGIC GOAL 13: REGIONAL PROFILE OF REYNOLDS SOUTH

SMART Goal: By January 31, 2026, develop a Regional Profile for Reynolds South that includes demographic data, economic strengths, cultural assets, and lifestyle features of the RM and surrounding municipalities. The profile will be created by the RM of Reynolds to position the broader region as a compelling location for housing and business investment, recognizing that a larger regional base is necessary to support sustainable growth.

Justification: This project creates a clear, data-rich picture of Reynolds South, allowing the RM to market the area effectively to prospective residents, businesses, and investors. By showcasing the broader region's advantages, the profile helps overcome the limitations of a small, dispersed population and appeals to a broader audience seeking rural opportunities with regional amenities.

Value Statement: The Regional Profile supports proactive attraction strategies by emphasizing the strengths of the RM within a regional context. It highlights shared economic and lifestyle benefits that can draw new residents, encourage business investments, and strengthen the local economy.

Measurement and Tracking

- Completion of a professional-quality profile document
- Inclusion of data on demographics, economy, culture, and amenities

Estimated Hours: ~60-80

Relevant Project(s): 5.1.2

STRATEGIC GOAL 14: INVESTMENT READINESS STUDY

SMART Goal: By September 30, 2026, complete an Investment Readiness Study that evaluates infrastructure capacity, permitting processes, policy frameworks, market conditions, and priority development sites and industries. The study will provide recommendations to improve competitiveness and identify specific actions to enhance investor confidence.

Justification: Understanding current investment readiness levels enables the RM to identify and address barriers before they deter development. This project ensures that the RM is proactively prepared to seize opportunities and accelerate development timelines.

Value Statement: This study strengthens Reynolds' appeal to investors and developers by demonstrating a clear commitment to preparedness, efficiency, and proactive planning.

Measurement and Tracking

- Completion of an Investment Readiness Study with actionable recommendations
- Identification of at least five readiness caps and proposed solutions
- Presentation on findings to council and relevant stakeholders
- Tracking of readiness improvements implemented over time

Estimated Hours: ~90-110

Relevant Project(s): 5.1.3

PILLAR SIX: STRATEGIC PRIORITIES FOR ECONOMIC DEVELOPMENT ADMINISTRATION AND DATA MANAGEMENT

Pillar Six focuses on building the internal capacity, systems, and relationships that enable the RM of Reynolds to deliver its economic development program effectively. This includes the development of strong administrative processes, reliable data management systems, and clear communication channels with stakeholders.

The following strategic goals have been created to reflect the day-to-day operations of the Economic Development office and to account for the time required to maintain smooth management of projects and other ongoing responsibilities. Together, these goals support operational efficiency, consistent program delivery, and timely reporting to Council and the community. They also ensure that critical internal functions receive sufficient attention within the estimated 110 hours allocated to this pillar through September 30, 2026.

STRATEGIC GOAL 15: ESTABLISH AND MAINTAIN DATA INFRASTRUCTURE

SMART Goal: Through September 30, 2026, develop, launch, and maintain effective systems and processes for collecting, managing, and reporting economic development data and stakeholder information. Ensure regular updates and transparent communication of key metrics and methods to the council, residents, and partners through annual reporting and ongoing data management practices.

Justification: Centralized, well-maintained data and relationship management systems are essential for transparent, informed decision-making and resource allocation in economic development. Regular reporting also creates accountability and opportunities for community engagement.

Value Statement: Building and maintaining these data and reporting processes will empower the RM and partners with timely, reliable information, improving collaboration and trust among stakeholders.

Measurement and Tracking

- Develop and implement milestones of data management systems and processes
- Frequency and quality of data updates and maintenance
- Timeliness and distribution of annual economic development reports
- Stakeholder feedback on data accessibility and transparency

Estimated Hours: ~35-45

Relevant Project(s): 6.1.1, 6.1.2, 6.1.3, 6.1.4

STRATEGIC GOAL 16: EFFICIENT ECONOMIC DEVELOPMENT OFFICE OPERATIONS

SMART Goal:	Through September 30, 2026, allocate hours to ensure the smooth functioning of the Economic Development Office through daily operational tasks such as managing correspondence, scheduling, reporting, and record-keeping, while also supporting ongoing professional development and engagement in regional networking to enhance the RM's economic development capacity.
Justification:	Consistent and efficient administrative operations are critical to the timely communication, organization, and responsiveness required to support all economic development initiatives. Coupled with staff development and external partnership engagement, this foundation ensures sustainability and effectiveness.
Value Statement:	Prioritizing daily operational support creates the backbone for successful economic development delivery, enabling the RM to respond quickly to opportunities and challenges while fostering professional growth and regional collaboration.
Measurement and Tracking	<ul style="list-style-type: none">• Timeliness and accuracy of administrative tasks and monthly reporting• Number of training sessions and networking events attended• Documentation of outcomes from professional development and partnership activities
Estimated Hours:	~70-80
	Relevant Project(s): 6.2.1, 6.2.2, 6.2.3, 6.2.4, 6.2.5

IMPLEMENTATION TIMELINE

To guide the successful execution of the Strategic Priorities and Goals, the following Gantt Chart provides a visual timeline of when each goal will be initiated and advanced. This chart illustrates the sequencing of activities, highlights overlaps where projects will progress in parallel, and ensures that workloads are distributed realistically across the timeframe.

Project Planner

Goal Number	Activity	PLAN START	PLAN DURATION	Sep-25 1	Oct-25 2	Nov-25 3	Dec-25 4	Jan-26 5	Feb-26 6	Mar-26 7	Apr-26 8	May-26 9	Jun-26 10	Jul-26 11	Aug-26 12	Sep-26 13
15	Establish and Maintain Data Infrastructure (Internal Ops)	40	1	13												
16	Efficient Economic Development Office Operations	70	1	13												
9	Molson Housing Development	230	1	13												
6	Entrepreneur Skills Training Sessions	55	2	12												
10	Land Inventory	100	1	2												
8	Launch a Community Events Support and Attraction Program	60	2	3												
2	Youth Employment Programs	25	2	5												
4	Business Inventory	40	2	2												
7	Community Recreation and Tourism Inventory and Gap Report	30	3	2												
12	Community Profile of Reynolds	80	4	1												
13	Regional Profile, Reynolds South	80	4	2												
11	Research and Development of Housing Policies and Incentives	120	6	5												
5	Business Retention and Expansion Strategy and Study	120	6	6												
1	Volunteer Group Retention and Expansion Strategy and Study	75	6	6												
3	Foundational Workforce Data Collection and Documentation	25	6	6												
14	Investment Readiness Review and Report	110	12	2												



MASTER PARKING LOT

MASTER PARKING LOT

The Master Parking Lot is a curated, ongoing repository of economic development project ideas for the RM of Reynolds. It captures concepts, initiatives, and opportunities identified through community input, council discussions, and formal assessments, including the 2024 Community Futures Economic Development Readiness Survey and the 2025 Strategic Planning and SWOT Analysis.

This section serves as a holding area for potential projects that may not yet be prioritized for immediate action but are recognized as valuable contributions to the RM's long-term economic development goals. The Master Parking Lot allows the Economic Development Officer to safeguard these ideas, track emerging opportunities, and implement initiatives at the appropriate times, when resources, partnerships, or conditions are favourable.

By maintaining this living list, the RM ensures that insights and recommendations from residents, stakeholders, and council are documented, respected, and ready to be advanced, supporting adaptive planning and a proactive approach to community growth and workforce, business, and infrastructure development.

DEFINITIONS FOR PROJECT TIMEFRAMES

These timeframe definitions explain the labels appended to the individual project summaries and describe how long, and with what intensity, a project is expected to take.

Quick Win: A simple, one-time action that can be completed within a few months or a small number of hours, and provides immediate, lasting value. Once implemented, it often becomes a reusable or permanent asset that requires minimal ongoing effort. Example: creating a development-friendly brochure or adding signage at a landmark.

Short-Term Goal: An initiative that can begin within the year and produce visible outcomes in the same timeframe. Short-term goals may require repeated effort or active maintenance to sustain impact. Example: launching an inter-generational gardening program or hosting a series of newcomer meetups.

Medium-Term Goal: A project expected to take two to three years to implement fully or to show measurable results. These initiatives commonly involve multi-phase planning, formal partnerships, or infrastructure work. Example: Coordinating regional tourism branding or developing a land-use strategy.

Long-Term Goal: An initiative expected to take four or more years to reach fruition. Long-term goals typically involve significant capital investments, extended negotiations, or long-term cultural or market shifts. Example: securing a Crown Land swap or attracting logistics-based industry to the RM.

Ongoing Initiative: A continuous area of focus with no definitive end date. Ongoing initiatives are regularly revisited, monitored, and adjusted; they may also describe completed projects that require periodic maintenance, updates, or monitoring. Example: monitoring housing trends or balancing tax affordability with service delivery.

PILLAR 1: WORKFORCE AND VOLUNTEER DEVELOPMENT AND EDUCATION

This pillar focuses on building a resilient, skilled, and engaged community through the development of local leaders, volunteers, youth, and the broader workforce. The projects under this pillar aim to prepare residents to take on meaningful roles in the local economy and community life. These initiatives are grouped into four key areas.

Collectively, these projects will strengthen community capacity by identifying and mentoring future leaders, supporting volunteers, building employment pathways for youth, and aligning workforce development with local economic needs. This includes partnerships with schools, training organizations, and employers, as well as programs such as mentorship initiatives, job fairs, recognition strategies, and targeted training. Through these efforts, the RM of Reynolds is working to ensure a sustainable, adaptable, and locally empowered workforce and volunteer base.

1.1 LEADERSHIP DEVELOPMENT AND SUCCESSION PLANNING

The focus of these projects is building a sustainable foundation for community leadership by identifying, mentoring, and equipping current and future leaders. These initiatives aim to support leadership transitions within local organizations and ensure long-term continuity by preparing the next generation of community builders.

- 1.1.1 **Volunteer Group Succession Planning Project:** Conduct a focused business retention and expansion (BRE) style consultation with nonprofit and volunteer-led groups to understand current leadership structures, identify potential successors, and explore support needs for long-term sustainability. The RM's role is to design and facilitate the engagement process, document findings, and identify opportunities for mentorship or training. This initiative helps avoid burnout, strengthens continuity in local programming, and supports volunteer-driven resilience. (Short-term Goal) **Goal 1 – 2025-2026**
- 1.1.2 **Community Leadership Continuity Database:** Create a confidential, working database of community members who have expressed interest in local leadership roles (e.g. boards, committees, organizations). The RM would coordinate informal outreach or surveys to identify potential future leaders, track engagement, and flag opportunities for mentorship or training. The goal is to help succession planning across community organizations and ensure a ready pipeline of emerging leaders is recognized, encouraged, and supported. (Short-term Goal) **Goal 3 – 2025-2026**
- 1.1.3 **Leadership for Locals Series:** Launch a recurring workshop series focused on building local leadership capacity in areas such as board governance, project planning, grant writing, conflict resolution, and event management. Sessions could be led by a combination of the EDO, external trainers, experienced community members, and other partners. The RM's role is to coordinate logistics, identify speakers, promote participation, and secure funding to reduce costs for attendees. This initiative builds long-term community strength by supporting the people who lead and sustain Reynolds' organizations, events, and projects. (Quick Win, Ongoing Initiative)
- 1.1.4 **Formal Community Leadership Mentorship Initiative:** Design a structured mentorship initiative that pairs experienced community leaders, organizers, and board members with emerging leaders, especially youth, and newcomers. The program would include coaching, event co-leadership, and low-stakes practice in real-world community settings. The RM's role is to coordinate mentor-mentee matches, offer basic resources, and celebrate progress. The initiative builds on existing leadership development efforts and supports long-term succession planning across groups. (Short-term Goal) **Goal 3 – 2025-2026**
- 1.1.5 **Community Leadership and Event Planning Series:** Host workshops focused on building local capacity in community leadership and event organization. Topics could include grant writing, volunteer coordination, event logistics, and fundraising strategies. The RM would coordinate these sessions in partnership with regional nonprofit trainers and experienced community facilitators, offering practical, hands-on learning to emerging and existing leaders. This recurring series supports the sustainability of local initiatives by equipping residents with the tools and confidence needed to lead effectively. (Short-term Goal, Ongoing Initiative)
- 1.1.6 **Volunteer Onboarding Toolkit:** Develop a standardized, ready-to-use onboarding package that helps community organizations recruit, train, and retain volunteers more effectively. The toolkit may include sample role descriptions, orientation checklists, volunteer agreements, and recognition templates that can be adapted to any group's needs. The RM's role is to coordinate research and consultation with local groups, compile materials, and provide the final product in both print and digital formats. This simple resource supports the sustainability of organizations by strengthening volunteer infrastructure at the grassroots level. (Quick Win)

1.2 VOLUNTEERISM, RECOGNITION, AND ENGAGEMENT

These projects aim to attract, retain, and meaningfully engage volunteers by reducing barriers to participation and fostering a culture of appreciation. The focus is on making volunteerism more accessible, inclusive, and rewarding to strengthen the RM's social fabric and ensure essential community functions are supported.

- 1.2.1 **Volunteer Connector Network:** Create a lightweight system to match willing volunteers with organizations in need, including a public-facing sign-up form, a basic digital list of roles, and guidance for local clubs on how to promote opportunities. The RM's role is to build and maintain the system, promote it, and check in with users to ensure it remains relevant. This project relieves volunteer burnout and makes it easier for newcomers to get involved. (Short-term Goal, Ongoing-Initiative)
- 1.2.2 **Volunteer Recognition and Incentive Strategy:** Develop a formal recognition and incentive program to celebrate the contributions of Reynolds' volunteers and community champions. This could include an annual appreciation event, thank-you cards, featured stories, certificates, and potential discounts at local businesses. The RM's role is to design the program, promote the program, and coordinate with community partners to recognize volunteers across all sectors and hamlets. A culture of gratitude supports volunteer retention and affirms the value of local participation in shaping community life. (Short-term Goal, Ongoing initiative)
- 1.2.3 **Community Champion Appreciation Campaign:** Coordinate a recurring campaign that recognizes and celebrates residents who go above and beyond, whether they lead events, shovel a neighbour's driveway, or support local groups. Recognition could take the form of social media posts, community shout-outs, or framed certificates. The RM facilitates nominations and promotion. This low-cost project builds community pride and reinforces community values. (Quick Win, Ongoing Initiative)
- 1.2.4 **Retiree Engagement Program:** Create a flexible initiative that invites retirees to contribute their time, experience and leadership to community projects in mentorship, planning, or volunteer support roles. This could include information coaching, advisory roles, or coordination help across community efforts. The RM would promote the opportunity, track participation, and help connect retirees with areas of interest or need. This low-cost strategy taps into an underutilized asset and supports continuity in volunteer-led initiatives. (Quick Win, Ongoing Initiative)

1.3 EMPLOYMENT DEVELOPMENT

These projects aim to connect youth and early-career residents with local opportunities that help them build skills, explore future careers, and develop a long-term connection to the RM. By supporting early employment experiences, training, and mentorship, the goal is to reduce youth outmigration and strengthen the local talent pipeline.

- 1.3.1 **Youth Employment Programs Using External Grants:** Promote and facilitate the creation of summer and part-time youth employment opportunities by helping community groups, businesses, and nonprofits access existing government programs like Green Team, Canada Summer Jobs, or the Youth Employment and Skills Strategy. The RM's role is to promote deadlines, support applications, and serve as a potential sponsor or host organization where needed. This project boosts local youth employment and leverages outside funding to build job experience locally. (Quick Win, Ongoing Initiative) **Goal 2 - 2025-2026**
- 1.3.2 **Local Job Board and Work Exchange Pilot:** Launch a pilot project that connects residents and youth with short-term job opportunities or skill-sharing arrangements (e.g. fencing help, website setup, chainsaw work, property cleanup). The RM could build a basic online hub or post opportunities at community halls and provide a simple sign-up or request process. While informal, the program encourages youth employment, fosters local hiring, and surfaces hidden workforce needs. (Short-term Goal, Ongoing Initiative)
- 1.3.3 **Intergenerational Mentorship Program:** Facilitate a mentorship initiative that connects experienced tradespeople, entrepreneurs, artists, and community leaders with youth, newcomers, or emerging leaders. The program would encourage information, skills-based exchanges, from woodworking and cooking to business planning and civic engagement, with a focus on relationship-building and knowledge sharing. The RM can help identify mentors, promote the program, and offer coordination support or light-touch training. This project reinforces community continuity while deepening social ties across generations. (Short-term Goal).
- 1.3.4 **Rural Skills and Trades Expo:** Coordinate the development of a hands-on skills and trade showcase designed to connect youth and job seekers with career opportunities in Reynolds' key economic sectors, including agriculture, construction, forestry, tourism and the creative industries. This event could feature live demos, mini-workshops, and booths led by local employers, tradespeople and post-secondary institutions. The RM's role is to initiate planning, build partnerships with industry and education providers, and secure sponsorships or grants to support delivery. Local businesses and organizations would lead individual exhibits or mentoring stations. The event aims to spark career interest and highlight the pathways available right here in Reynolds. (Short-term Goal)
- 1.3.5 **Manitoba Parks Workforce Training Partnership:** Collaborate with Manitoba Parks to develop seasonal and entry-level employment training programs in areas such as tourism services, facility maintenance, and conservation. These partnerships help build a locally rooted workforce for Parks in or adjacent to Reynolds while offering skill development and income opportunities for youth and job seekers. The RM's role is to facilitate connections, help identify local participants, and support the coordination of outreach and logistics. The partnership enhances employment pathways and deepens collaboration with a significant regional employer. (Medium-term Goal)

- 1.3.6 **Peat Industry Workforce Training Partnership:** Partner with major peat industry employers such as Berger and Sungro to develop targeted recruitment and training opportunities tailored to the sector’s seasonal and specialized labour needs. The RM’s role is to facilitate dialogue, support grant applications, and help identify potential workers locally. This partnership helps residents access good-paying jobs while ensuring key employers can maintain a stable and trained workforce. (Short-term Goal)
- 1.3.7 **Health Services Training and Capacity Building:** Work with regional health providers and training organizations to increase access to health-related training opportunities such as first aid, elder care, and health outreach. Training may support both professional service providers and volunteers who assist with health-related community initiatives. The RM can help convene partners, promote opportunities, and support logistics. This initiative improves local capacity in a critical service area while empowering residents with life-saving skills. (Medium-term Goal)
- 1.3.8 **Heavy Equipment and Firefighting Training Centre Feasibility:** Explore the feasibility of developing a regional training centre focused on heavy equipment operation and firefighting skills to support local workforce development and emergency services capacity. The study would assess potential training demand, identify equipment or space requirements, and explore partnership and funding options. The RM’s role is to coordinate the feasibility study and engage stakeholders. This project supports job creation, enhances local skill development, and positions Reynolds as a regional training hub. (Medium-term Goal)
- 1.3.9 **Intermunicipal Apprenticeship and Certification Agreement:** Establish agreements with neighbouring municipalities and training institutions to deliver local apprenticeship or certification programs in key sectors such as trades, tourism, emergency services or food handling. These agreements reduce travel barriers for rural residents and increase access to accredited workforce development programs. The RM’s role is to identify high-demand training areas, coordinate initial conversations, and support grant applications or scheduling. This approach helps fill local labour shortages while expanding educational access for Reynolds residents. (Medium-term Goal)
- 1.3.10 **Regional Youth Employment Partnership:** Facilitate the creation of a regional youth employment initiative in collaboration with neighbouring municipalities, school divisions, local employers, and training providers. The program could include job shadowing, summer employment, co-op placements, or industry-specific training for high school students and young adults. The RM’s role is to convene partners, identify labour needs, and support coordination and funding applications. This partnership strengthens local career pathways and helps retain youth by connecting them with viable opportunities close to home. (Medium-term Goal)

1.4 LOCAL WORKFORCE AND ECONOMIC READINESS

The focus of these projects is strengthening the RM's workforce by identifying local skills, understanding employer needs, and addressing training gaps. These initiatives aim to build capacity, support local industries, and promote economic readiness through partnerships, targeted promotion, and workforce development.

- 1.4.1 **Workforce Gaps and Opportunities Scan:** Conduct a focused labour market scan to identify what roles, services, and employment needs are missing in Reynolds. The scan would use local surveys, interviews with businesses, and census data to better understand workforce shortages, skills in demand, and potential sectors for job growth. This information would support grant applications, training partnerships, and workforce planning. (Short-term Goal)
- 1.4.2 **Local Skills and Trades Inventory Project (AKA A Human Resource Inventory):** Create a working inventory of local skills, tradespeople and service providers (e.g. electricians, contractors, food producers, artists, etc.) by gathering input from residents, social media outreach, and word-of-mouth submissions. The RM can use this information to support local hiring, youth mentorship, community project planning, and promotion of homegrown talent. This project helps raise awareness about existing assets and creates the foundation for workforce-related initiatives. (Short-term Goal, Ongoing Initiative) **Goal 3 – 2025-2026**
- 1.4.3 **Local Employment and Skills Gap Awareness Project:** As part of ongoing Business Retention and Expansion (BRE) efforts, develop an inventory of current and projected in-demand jobs, trades, and skills needed within the RM of Reynolds. The RM would coordinate outreach to local employers and analyze available data to identify workforce gaps. Results would be used to create accessible materials, such as reports, infographics, and presentations, that inform residents, students, employers, and regional job seekers about local career opportunities. The RM's role is to coordinate research, develop content, and promote the findings through schools, community centres, social media, and other communication channels. This project supports workforce planning, education alignment, and economic resilience. (Short-term Goal) **Goal 3 – 2025-2026**
- 1.4.4 **Work Local Campaign:** Develop a campaign to raise awareness of local work opportunities and self-employment possibilities across the RM. This might include profiles of local business owners, job boards at community halls, or digital posts about informal service gaps (e.g. need for snow clearing, tech help, catering). The RM acts as a connector, helping residents see the economic potential that exists in their own backyards. (Short-term Goal, Ongoing Initiative)
- 1.4.5 **Skilled Worker Attraction Toolkit:** Create a digital and print resource that promotes Reynolds as a place where skilled tradespeople and remote workers can live affordably and work flexibly. The toolkit would include testimonials, housing options, recreation amenities, and highlight demand for local services like electricians, carpenters, mechanics, and more. The RM can use it at events, online, and in collaboration with nearby economic development offices to help draw talent into the region. (Short-term Goal, Ongoing Initiative)
- 1.4.6 **Contractor and Trades Talent Development Project:** Partner with regional training providers, construction associations, and local tradespeople to explore how Reynolds can grow a contractor pipeline. This could include hosting introductory trades workshops, promoting regional apprenticeship programs, and mapping local demand for construction-related services. The RM can facilitate connections, promote regional options, and identify local champions who might mentor future workers. This lays the groundwork for addressing critical labour shortages and encouraging local construction capacity. (Medium-term Goal)

PILLAR 2: BUSINESS AND ENTREPRENEURSHIP DEVELOPMENT

This pillar supports the growth of a resilient local economy by strengthening existing businesses, fostering entrepreneurship, and creating the conditions for new business formation. It recognizes that a diverse and adaptable community contributes to the quality of life, service availability, and long-term sustainability for the residents and communities of the RM of Reynolds.

Projects under this pillar focus on filling service gaps, supporting business retention and expansion, improving access to business resources, and enabling innovation in both traditional and emerging sectors. The efforts include providing training and mentorship, enhancing local business visibility through directories and marketing and supporting niche opportunities like home-based businesses, tourism ventures, or value-added production. Where appropriate, initiatives also aim to reduce barriers to entry for new entrepreneurs, support youth and newcomer entrepreneurship, and foster a culture of local investment.

By working collaboratively with entrepreneurs, business groups, regional partners, and community organizations, these projects help ensure that Reynolds is a supportive place to start, grow, and sustain a business, whether large or small, seasonal or year-round, traditional or unconventional.

2.1 ENTREPRENEUR EDUCATION AND STARTUP SUPPORT

The focus of this project equips aspiring entrepreneurs and small business owners with the skills, knowledge, and support needed to start and grow successful ventures in Reynolds. These projects all focus on entrepreneurial capacity building through hands-on training, targeted programming, mentorship, and low-barrier entry points. They are foundational in helping residents, especially youth, home-based entrepreneurs, and solopreneurs, move from idea to implementation. Together, they create a structured yet flexible support system that builds local economic confidence and long-term business success.

- 2.1.1 **Start Your Own Business Workshop Series:** Launch a series of workshops tailored to Reynolds' aspiring entrepreneurs. The session would cover essentials such as business planning, navigating permits, securing funding, and accessing local support programs. By partnering with regional agencies and experienced business mentors, the RM will help lower barriers to entry and empower residents to launch successful ventures. (Medium-term Goal) **Goal 6 – 2025-2026**
- 2.1.2 **Small Business Startup Support Hub:** Establish a rotating support system for aspiring and early-stage entrepreneurs to access practical guidance on business planning, permits, funding options, and marketing. This could include drop-in sessions, virtual office hours, or referral partnerships with agencies like Community Futures, Futurpreneur, North Forge, and more. The RM's role is to coordinate logistics, recruit volunteer advisors or external experts, and promote the services across Reynolds. By creating a low-barrier entry point for business support, this initiative encourages innovation and reduces the isolation many rural entrepreneurs face. (Medium-term Goal, Ongoing)
- 2.1.3 **Maker Workshop Series:** Establish regular workshops or maker sessions that provide local artisans, creative entrepreneurs, and small-scale manufacturers with hands-on guidance, skill development, and networking opportunities. These sessions would cover topics from product design to digital marketing and help build a supportive community for the region's creative economy. (Short-term Goal, Ongoing Initiative) **Goal 6 – 2025-2026**
- 2.1.4 **Rural Business Resilience Training Series:** Launch a training series designed to strengthen small business resilience in the face of inflation, labour shortages, and economic leakage. Topics include financial forecasting, staffing strategies, supply chain adaptation, and contingency planning. The RM would coordinate training sessions through partners such as Community Futures, Manitoba Chambers of Commerce, or North Forge. This initiative helps safeguard Reynolds' business base against external economic pressures while equipping entrepreneurs with tools to weather future disruptions. (Short-term Goal, Ongoing Initiative) **Goal 6 – 2025-2026**
- 2.1.5 **Digital Business Basics Workshop Series:** Launch a series of accessible digital business workshops focused on topics like setting up an online store, using social media for marketing, digital payment tools, and cybersecurity for small enterprises. The RM's role is to coordinate with trainers, promote participation, and host the events virtually or at community venues. This aligns with the opportunity to support the digital economy and improve business resilience. (Short-term Goal, Ongoing Initiative)

- 2.1.6 **Home-based Business Skills Program:** Offer targeted workshops, mentorship opportunities, and peer-support programs to help residents start and sustain successful home-based businesses. Training topics may include bookkeeping, e-commerce platforms, digital marketing, customer service, and specialized skills related to trades or personal services. The RM's role is to promote participation, coordinate with regional business development organizations and local experts, and help secure access to online or in-person learning. This initiative supports flexible employment and economic diversification. (Short-term Goal, Ongoing Initiative) **Goal 6 – 2025-2026**
- 2.1.7 **Dollar to Be Made Opportunity Toolkit:** Develop a plain-language, practical toolkit that helps residents identify simple, low-barrier business ideas that meet real needs in Reynolds. Inspired by local entrepreneurial pragmatism, the guide would highlight small-scale, seasonal, or mobile business opportunities and provide basic start-up tips. The RM would compile examples, consult local business owners, and distribute the toolkit through community channels. This grassroots resource encourages everyday entrepreneurship and builds local confidence. (Short-term Goal)
- 2.1.8 **Youth Entrepreneurship Pathway Program:** Collaborate with regional partners to offer a youth-focused entrepreneurship track that includes mentorship, idea development workshops, and access to startup resources or grant referrals. The RM's role is to promote the program, connect youth with business owners, and celebrate success stories through local media. This initiative addresses outmigration by showing youth how to create their employment opportunities right here in Reynolds. (Medium-term Goal).
- 2.1.9 **Youth Entrepreneurship Challenge or Summer Program:** Launch an annual Youth Entrepreneurship Challenge or Summer Business Program to engage high school students and young adults in real-world business skills. Participants could attend workshops, receive mentorship, and pitch their ideas for small start-up grants or awards. The RM would partner with schools, youth organizations, and regional business agencies to deliver the program, which builds entrepreneurial confidence and encourages local economic activity among youth. (Short-term Goal, Ongoing Initiative)

2.2 BUSINESS VISIBILITY, PROMOTION, AND MARKET ACCESS

These projects focus on helping businesses overcome a common rural challenge: being seen. The projects in this section will increase the visibility of local businesses and create opportunities for them to reach new customers, both within and outside of the community. They will support consumer awareness, build local pride, and generate tangible sales and engagement opportunities for small businesses.

- 2.2.1 **Conduct a Business Inventory:** Create and maintain a regularly updated inventory of all businesses operating within the RM of Reynolds, including farms, retailers, trades, home-based businesses, seasonal vendors, and service providers. This project involves designing a simple intake process, reaching out to the business owners, verifying information, and storing data in a centralized system for use in planning, promotion, and engagement efforts. The RM will lead data collection, ensure privacy protocols are followed, and use the inventory as a foundation for economic development initiatives and strategic planning. (Short-term Goal, Ongoing Initiative). **Goal 4 – 2025-2026**
- 2.2.2 **Create a Community-wide Business Directory:** Develop a visually engaging print and digital business directory that showcases the businesses in the RM of Reynolds, from farms to retailers to home-based businesses and seasonal vendors. The directory will be designed for use by residents, tourists, regional partners, and prospective investors. This project will draw on the business inventory and include promotional strategies to boost local visibility and encourage “shop local” behaviours. The RM will oversee content development, layout design, and distribution. (Short-term Goal, Ongoing Initiative)
- 2.2.3 **Homegrown Business Spotlight Series:** Launch a storytelling and marketing series that features local businesses and makers from across the RM. Profiles can be shared via social media, posters in the post offices, or community newsletters. The RM would coordinate content, photography, and scheduling. This boosts awareness of what exists locally, builds community pride and encourages residents to support small businesses. (Quick Win, Ongoing Initiative)
- 2.2.4 **Business Visibility Boost Program:** Establish an in-kind support program to help businesses in Reynolds improve their public visibility and customer reach. This could include access to shared promotional tools (sandwich boards, community bulletin posters, social media templates), design assistance for signage or branding, and visibility audits with light coaching. The RM would coordinate resources, offer logistics support, and partner with local creatives or marketing advisors when possible. This initiative directly strengthens small business presence in both physical and digital spaces, helping retain customer spending and prevent business loss due to invisibility or low awareness. (Short-term Goal)
- 2.2.5 **Shop Local Loyalty Card Program:** Develop a voluntary “Shop Reynolds” loyalty program that offers residents small incentives or entry into prize draws when they shop locally. The RM can coordinate the platform (digital or paper-based), recruit businesses to participate, and promote the program during key spending seasons. This builds on the “shop local” push and helps increase local business visibility and revenue. (Quick Win, Ongoing Initiative)
- 2.2.6 **Seasonal Pop-Up Shop Initiative:** Encourage local entrepreneurs and makers to showcase their products through temporary vendor opportunities hosted at existing retail locations, gas stations, festivals, or community-led events. Rather than organizing pop-ups directly, the RM would support the initiative by promoting best practices, streamlining permitting, and offering signage templates or promotional materials. The municipality can also celebrate success stories and encourage host sites to consider vendor partnerships during peak visitor seasons. This initiative boosts local visibility for small businesses while adding vibrancy to existing community activity. (Short-Term Goal)

2.2.7 **How to Start a Market Toolkit:** Create a user-friendly toolkit that walks local groups, businesses, or volunteers through the steps needed to launch a seasonal or occasional market in Reynolds. The toolkit could include location and layout tips, vendor guidelines, sample forms, promotional ideas, and links to permit requirements. The RM's role is to gather resources, consult with successful market organizers, and make the toolkit widely available online and in print. This initiative supports grassroots entrepreneurship by empowering residents to organize their markets on their terms. (Quick Win)

2.3 BUSINESS ECOSYSTEM PLANNING AND STRATEGIC DEVELOPMENT

These projects focus on data-driven decision-making, strategic planning, and business development infrastructure. These initiatives provide insight into current and future needs, reduce barriers to entry or expansion, and ensure alignment between local priorities and external opportunities. Together, they establish the backbone of a thriving entrepreneurial ecosystem and long-term economic viability for the RM of Reynolds.

- 2.3.1 **Business Retention and Expansion (BRE) Analysis:** Design and implement a Business Retention and Expansion (BRE) strategy to gather data, build relationships, and identify opportunities and barriers facing local businesses. The RM would start by selecting a research framework, then engage directly with business owners across different sectors and communities, speaking with as many business owners as possible. Findings can be used to inform future supports, identify succession concerns, spotlight potential expansions, or flag at-risk businesses. The RM's role is to act as a listener, convener, and advocate, ensuring that future economic development decisions reflect real, on-the-ground business needs. **Goal 5 – 2025-2026**
- 2.3.2 **Community Business Demand Survey:** Launch a resident-focused business demand survey to identify which services, shops or amenities are most desired in Reynolds. The survey would collect input on current gaps, convenience priorities, and willingness to support new ventures. The RM would design and distribute the survey, analyze findings, and share results with entrepreneurs, developers, and economic development partners. This initiative grounds business recruitment in real community needs and helps reduce risk in local investment. (Short-term Goal)
- 2.3.3 **Formal Business Incentives Program:** Design a structured, transparent incentive program that supports new and expanding businesses in Reynolds. This could include tax rebates, permit fee reductions, servicing partnerships, or promotional assistance for eligible projects. The RM's role is to develop eligibility criteria, ensure fiscal sustainability, and market the program to prospective entrepreneurs and investors. By reducing entry barriers and signalling municipal support, this initiative strengthens Reynolds' reputation as a place to do business. (Medium-term Goal)
- 2.3.4 **Niche Sector Business Attraction Strategy:** Develop a targeted strategy to attract niche businesses that align with Reynolds' natural assets, lifestyle appeal, or infrastructure advantages. Potential sectors include wedding and retreat venues, agricultural innovation, adventure tourism services, or remote-friendly knowledge work. The RM's role is to identify priority sectors, assess local capacity, and create tailored outreach materials or site-specific incentives. This focused approach supports diversified economic growth and builds on the RM's existing strengths. (Medium-term Goal)
- 2.3.5 **Digital Business Attraction Campaign:** Promote Reynolds as a digitally connected rural destination for entrepreneurs and remote-based businesses. The campaign would highlight improved broadband access, quality of life, affordability, and community support, using digital storytelling, social media, and targeted outreach to attract interest. The RM would coordinate content creation, define target audiences, and amplify messaging through relevant networks. This initiative aims to attract entrepreneurs who prioritize connectivity, flexibility, and rural amenities. (Short-term Goal)

- 2.3.7 **Business Succession Matching Program:** Explore the potential for a business succession support model that helps connect retiring business owners with emerging entrepreneurs, newcomers, or local youth. The RM's role is to research best practices, consult with regional partners (e.g. Community Futures, Chambers of Commerce, Rural Manitoba Economic Development Association), and assess interest from both business owners and potential successors. If there is a local appetite, the RM can then facilitate the design of low-barrier tools such as interest lists, info sessions, or promotional campaigns to spotlight succession-ready opportunities. This early-stage project supports long-term business continuity and helps prevent the closure of valued services due to retirement or relocation. (Medium-Term Goal)
- 2.3.8 **Grant Funding Maximization Initiative:** Create a proactive internal system to identify, monitor, and pursue grant opportunities that support local business development, infrastructure, and beautification. The RM's role is to assign responsibility for regular grant scanning, maintain a central list of eligible programs (e.g. CO-OP Community Spaces, Canada Community Revitalization Fund), and support community groups or entrepreneurs in submitting applications. This initiative helps maximize funding and reduce reliance on limited municipal budgets. (Quick Win, Ongoing Initiative)

2.4 COLLABORATIVE SPACES, NETWORKS, AND SECTOR DEVELOPMENT

These projects emphasize collaboration and infrastructure at the community or sector level. Whether through physical spaces, travelling services, or peer-to-peer interaction, they help connect entrepreneurs, encourage innovation, and activate underused resources. By piloting ideas and building trust across the business community, these initiatives contribute to a more integrated and supportive environment for entrepreneurship.

- 2.4.1 **Business-focused Community Roundtables:** Organize regular roundtable sessions in each hamlet to bring local business owners, home-based entrepreneurs, and community stakeholders together. These informal discussions allow for feedback-sharing, collaboration, and early identification of challenges or opportunities. The RM's role is to facilitate the gatherings, document insights, and use the input to shape broader economic development strategies. This initiative builds trust, surfaces local expertise, and strengthens the municipality's relationship with its business community. (Quick Win, Ongoing Initiative)
- 2.4.2 **Sector-specific Business Incubator Pilot:** Test a small business incubator focused on a priority sector, such as local food, tourism service, or home-based artisans, using shared space, mentorship, and startup support. The incubator could operate out of an underused community facility, with support from regional economic development partners. The RM's role is to coordinate the pilot, promote participation, and assess outcomes. This initiative builds capacity in underserved business sectors while activating community assets. (Medium-term Goal)
- 2.4.3 **Mobile Business Pilot Program:** Explore the feasibility of supporting mobile or roaming businesses (e.g. food trucks, mobile repair services, travelling salons, seasonal markets-on-wheels) that can serve multiple hamlets across Reynolds. The RM could help identify potential service gaps, streamline permitting, and provide promotion or logistical support (e.g. rotating location schedule, shared signage). This supports business creation in underserved sectors and improves service access in dispersed communities.
- 2.4.4 **Business Incubation in Underused Public Spaces:** Partner with owners or managers of underused public or semi-public spaces such as community halls, churches, workshops, or retail locations to pilot low-cost incubation spaces for local entrepreneurs. These temporary or rotating spaces could host early-stage businesses, pop-up markets, co-working spaces, or seasonal services. The RM would support site identification, promote the opportunity, and facilitate access to training or resources through regional economic development partners. This initiative strengthens local entrepreneurship by lowering barriers to entry, activating dormant spaces, and encouraging economic activity in dispersed communities. (Medium-term Goal)

PILLAR 3: TOURISM AND RECREATION DEVELOPMENT

This pillar focuses on enhancing the RM of Reynolds' tourism potential and recreational offerings as a driver of economic growth, community pride, and regional visibility. The projects under this pillar aim to attract visitors, support tourism entrepreneurs, and improve local quality of life through the development of infrastructure, experiences, and storytelling rooted in the region's natural beauty and cultural heritage. These initiatives are grouped into five key categories, as described below.

Collectively, these projects work to position the RM of Reynolds as a unique and welcoming destination by improving visitor infrastructure, strengthening tourism partnerships, expanding recreational assets, and highlighting the RM's stories and identity. This includes tourism planning and coordination, trail and nature development, cultural programming, destination marketing, and business development. Through these efforts, the RM of Reynolds is investing in sustainable tourism that celebrates local character, supports economic diversification, and enhances recreational opportunities for both residents and visitors.

3.1 TOURISM PLANNING, STRATEGY, AND COORDINATION

These projects aim to create an intentional, strategic, and collaborative approach to tourism development in the RM of Reynolds. Through detailed planning, coordinated promotion, structured partnerships, and sector-specific training, the RM is setting the stage for long-term, sustainable tourism growth. The goal is to move from ad-hoc efforts to coordinated, data-informed, and partner-driven actions that reflect community values and regional opportunities.

- 3.1.1 **Community Recreation and Tourism Asset Inventory and Gap Report:** Conduct a review of existing recreational assets across the RM (Recreation Needs Assessment) to identify assets such as trails, community halls, outdoor rinks, playgrounds, open spaces, etc., to assess access, condition, and potential usage gaps. This project involves mapping what currently exists, identifying opportunities for upgrades or shared use, and engaging residents for input. The RM's role is to lead the inventory and consultation process and use findings to inform future investment or grant applications. This provides a foundation for equitable recreation planning across dispersed communities. (Short-term Goal) **Goal 7 – 2025-2026**
- 3.1.2 **Tourism Development and Investment Readiness Plan:** Prepare a Tourism Development and Investment Readiness Plan that sets a clear direction for sustainable tourism growth in Reynolds. This plan will assess current tourism assets and visitor experiences, identify market and niche tourism opportunities, and explore infrastructure or servicing improvements needed to support growth. It will also evaluate the development readiness of key tourism sites or nodes (e.g. trails, heritage areas, highway pull-offs), identify barriers to tourism business attraction (zoning, permitting, amenities), and include recommendations to improve investment appeal. The RM will engage local stakeholders, tourism operators, and regional partners, and align the plan with broader tourism and economic development trends to ensure actionable, long-term outcomes. (Medium-term Goal)
- 3.1.3 **Community Event Development Plan:** Support the growth and sustainability of local events through a Community Event Development Plan. This project would identify opportunities and areas for improvement in seasonal programming, offer guidance or templates for event planning, and provide light-touch supports (e.g., Volunteer recruitment tools, promotion checklists, or a shared calendar). The RM would work with community groups to document best practices, link organizers across communities, and promote a year-round calendar of micro-events. Strengthening grassroots events helps deepen local pride and creates a foundation for future tourism efforts. (Short-term Goal)
- 3.1.4 **Tourism Marketing Plan:** Develop a targeted marketing plan dedicated solely to promoting Reynolds as a distinctive tourism destination. The plan would outline key messages, identify target visitor segments, detail promotional channels (both digital and traditional), and set measurable goals. By positioning local natural, cultural, and recreational attractions effectively, the RM will drive increased visitation and support local businesses. (Short-term Goal)
- 3.1.5 **Regional Tourism Promotion Campaign:** Collaborate with Travel Manitoba, the Whiteshell Marketing Organization and surrounding municipalities to launch a coordinated campaign that highlights Reynolds' nature, heritage, and cultural attractions. The RM would contribute stories, photos, and events, while aligning messaging with broader provincial strategies. This partnership helps amplify visibility across a wider market and attracts new visitor segments. (Short-term Goal)

- 3.1.6 **Collaborative Tourism Working Group:** Establish a collaborative tourism committee or working group composed of the tourism business community and volunteers that represent the tourism or recreation activities in Reynolds. This group would help coordinate ideas, prioritize tourism projects, and support implementation with RM facilitation. The RM's role is to organize the initial formation, set meeting structures, and ensure alignment with broader economic development goals. A strong, representative working group helps drive momentum, leverages local insight, and fosters shared ownership over Reynolds' tourism development. (Short-term Goal, Ongoing Initiative)
- 3.1.7 **Community Campground Improvement Program:** Work with community groups or campground operators to identify modest improvements that could enhance the visitor experience, such as signage, waste disposal, seating, or trail connections. The RM's role is to conduct outreach, facilitate small-scale planning conversations, and support groups in applying for tourism-related grants or promoting their amenities more widely. While the RM would not manage campgrounds directly, this project helps elevate the quality and visibility of existing sites to serve both local and regional visitors better.
- 3.1.8 **Tourism-focused Business Training Workshops:** Organize a series of hands-on workshops designed to help Reynolds' entrepreneurs and front-line staff thrive in the tourism sector. Topics may include hospitality best practices, customer service, tourism-specific marketing, and guest experience design. Sessions can be delivered in partnership with local chambers, training providers, or regional tourism associations. The RM's role would be to coordinate logistics, recruit trainers and promote participation. This builds service quality and supports job readiness in a growing sector. (Quick Win, Ongoing Initiative)

3.2 VISITOR INFRASTRUCTURE AND WAYFINDING

These projects are about making Reynolds visitor-ready and visitor-friendly. It ensures that once tourists arrive, they can easily find their way, access local amenities, and enjoy safe, comfortable, and attractive public spaces. From directional signage to digital maps, and comfort stations to gear-sharing programs, these projects work together to remove barriers and enhance the usability of tourism and recreation assets across the RM of Reynolds.

- 3.2.1 **Reynolds Gateway Visitor Stop and Tourism Signage Plan:** Design and implement a tourism-oriented “gateway” stop at a high-traffic entry point into Reynolds on PTH 1, potentially near Prawda or East Braintree. This site could include a rest area with a map board, kiosk, shaded seating, promotional signage, and a photo-friendly landmark. Paired with this, the RM would develop a cohesive tourism signage strategy across the RM that includes directional signs, branding consistency, and mileage markers to local attractions. Together, these efforts position Reynolds as a visible and welcoming entry point to regional tourism experiences. (Medium-term Goal)
- 3.2.2 **Hamlet Feature Signage Program:** Develop a consistent and place-sensitive signage program that celebrates the unique identity of each of Reynolds’ seven hamlets. This may include welcome signs, interpretive panels, or photo-friendly landmarks that reflect each community’s history, geography, or character. The RM can facilitate community input, work with designers, and pursue funding for fabrication and installation. Local volunteers or organizations may play a role in selecting themes or assisting with maintenance. This project strengthens community identity while encouraging highway travellers to stop and explore lesser-known areas. The result is not only an improved tourism experience, but also more welcoming, walkable, and interactive public spaces for residents. (Short-term Goal)
- 3.2.3 **Community Kiosks and Comfort Stops Feasibility Review:** Conduct a light feasibility study on installing small-scale kiosks in key hamlets or recreation areas that currently lack basic visitor or event infrastructure (e.g. shade, benches, washroom access, water stations). The RM’s role is to identify candidate sites, consult residents, and price modular solutions. These can support both community events and tourism activities, especially in areas without businesses.
- 3.2.4 **Recreational Support and Funding Program Development:** Develop a formal program to support the creation and expansion of traditional recreational programming. This initiative would establish a mechanism for community groups to access funding and program development support from the RM, without the need to hire a full-time Recreation Director. In doing this, it builds local capacity, fosters grassroots programming, and enhances the quality of life for residents and visitors alike. (Short-term Goal)
- 3.2.5 **Tourism Website for Reynolds:** Design and launch a dedicated website to showcase the RM’s tourism offerings. This digital portal will feature interactive maps, itineraries, event calendars, and multimedia content to highlight attractions and experiences. The RM will coordinate content creation and ongoing maintenance while integrating the site with broader tourism campaigns. (Short-term Goal, Ongoing Initiative)
- 3.2.6 **Create Photo-friendly Stops and Visitor Maps:** Enhance visitor appeal and encourage tourist engagement by installing scenic lookouts, public art, and interactive map boards at key locations throughout the RM. These photo-friendly destinations can be promoted via social media and tourism materials, encouraging visitors to explore, linger, and share their experiences. The RM can coordinate site selection, design standards, and partnerships with local creatives, while maintaining an inventory of locations that are suited to visual storytelling. (Medium-term Goal)

- 3.2.7 **Outdoor Gear Lending or Sharing Program:** Explore a partnership-based model for a seasonal gear lending program that allows residents to borrow equipment like snowshoes, cross-country skis, canoes, or sports gear. The RM would begin by researching best practices, identifying community group partners or hosts, and seeking funding for the initial inventory. This initiative encourages physical activity and ensures all residents, regardless of income, can enjoy the RM's outdoor assets. (Medium-term Goal)
- 3.2.8 **Tourism Landmark Development:** Construct or enhance one or more iconic tourism landmarks that reflect Reynolds' identity and provide compelling roadside attractions or rest stops. These could include sculptures, themed signage, cultural installations, or heritage-inspired features that anchor visitors to the region's stories and landscapes. The RM can identify strategic locations, engage with artists or designers, and pursue funding or sponsorship opportunities. This initiative supports placemaking and increases visibility along travel corridors. (Medium-term Goal)

3.3 TRAILS, NATURE, AND OUTDOOR RECREATION DEVELOPMENT

These projects leverage Reynolds' vast natural assets to position the RM as a destination for outdoor adventure and nature-based tourism. At the same time, it provides opportunities for residents to enjoy active lifestyles and connect with local landscapes. The goal is to create accessible, immersive, and sustainable outdoor experiences that reflect the RM of Reynolds' identity and offer new reasons for people to visit, stay longer, and return often.

- 3.3.1 **Heritage and Nature Trail Network Development:** Design a heritage and nature trail network that blends ecological features with historical storytelling across the RM. Trails may include natural loops, historical walking routes, and interpretive wayfinding stations. The RM's role is to coordinate community input, assist with mapping and promotion and pursue partnerships for signage and trail enhancement. This project connects residents and visitors with Reynolds' land-based heritage while encouraging eco-tourism and active recreation. (Long-term Goal)
- 3.3.2 **Signature Trail or Loop Development:** Facilitate the design and phased promotion of a recreational trail or scenic driving/biking loop that links together key features, communities, or natural attractions in the RM. The concept could include interpretive stops, rest points, and integration with provincial trail networks. The RM's role is to convene stakeholders, consult with trail user groups, identify viable routes, and pursue funding for signage or mapping. While attracting tourists, the trail would also serve as a year-round asset for residents seeking local walking, biking, or cross-country routes, enhancing both wellness and local pride. (Medium-Term Goal)
- 3.3.3 **Nature-based Tourism Micro-experience Incubator:** Launch a pilot program that helps residents, landowners, and creatives develop small-scale, bookable nature-based experiences such as guided bird-watching, forest walks, storytelling circles, or outdoor art workshops. The RM would host a workshop to support experience design and provide development assistance through toolkits, one-on-one development sessions, and introductions to potential partners. This initiative encourages grassroots tourism entrepreneurship and brings Reynolds' natural beauty to life through authentic local voices. (Medium-term Goal, Ongoing Initiative).
- 3.3.4 **Mineral and Eco-tourism Feasibility Study:** Conduct a feasibility study on developing mineral and eco-tourism experiences across Reynolds. Potential opportunities may include geology-themed interpretive stops, wilderness glamping, hiking, or guided backcountry adventures near areas like Reynolds Ponds. The RM's role is to identify land use considerations, engage tourism experts, and evaluate market demand. This project explores how Reynolds can attract nature-seeking visitors while leveraging its quiet, off-grid reputation. (Medium-term Goal)
- 3.3.5 **Small Campground and Eco-stay Feasibility Package:** Prepare an information package for landowners or nonprofit groups interested in starting small-scale campgrounds, glamping sites, or eco-friendly accommodations. The guide would outline zoning considerations, site design best practices, environmental stewardship, and available funding streams. The RM's role is to coordinate the package and promote it to interested parties. This initiative supports sustainable tourism development that aligns with Reynolds' rural character and environmental values. (Short-term Goal).

3.4 CULTURAL TOURISM, STORYTELLING, AND EVENTS

These projects are designed to bring Reynolds’ stories, histories, and cultures to life, offering authentic experiences that connect with both residents and visitors. Whether through festivals, heritage apps, or beautification initiatives, these projects aim to build community pride, foster cultural exchange, and differentiate Reynolds from other rural destinations. Events and storytelling serve as key tools for engagement, tourism attractions, and placemaking.

- 3.4.1 **Expanded Dawson Trail Cultural Tourism Initiative:** Expand cultural tourism opportunities tied to the Dawson Trail by enhancing interpretive signage, developing thematic driving and walking tours, and producing multimedia storytelling tools. The RM’s role includes supporting collaboration with stakeholders and local historians, assisting with content development, and promoting cultural experiences to visitors. This initiative builds on existing heritage assets and strengthens the region’s connection to Metis, settler, and natural histories. (Medium-Term Goal)
- 3.4.2 **Reynolds Self-Guided Heritage Tour App:** Support the creation, or the partnership with an established organization, of a mobile-friendly, self-guided tour platform that highlights the RM’s historical trails, cultural landmarks, natural attractions, tourism destinations, and natural attractions. The app could feature map-based itineraries, historical narratives, and photo stops that promote places like the Dawson Trail, The Stump, and key community landmarks. The RM’s role is to coordinate local research, consult with historians or knowledge keepers, and secure funding for app development, buy-in, or promotion. Content development could be led by local groups, volunteers, or heritage organizations. This initiative deepens local pride while creating a visitor-friendly experience across the RM’s dispersed geography. (Medium-term Goal)
- 3.4.3 **Destination-scale Tourism Development Strategy:** Explore long-term opportunities for a destination-scale tourism attraction in Reynolds, such as an outdoor education centre, cultural resort, or signature wilderness retreat. The RM would initiate site identification, consult potential partners, and evaluate models from comparable rural regions. This initiative lays the groundwork for future investment in a major attraction that reflects Reynolds’ natural assets and enhances economic diversification. (Long-term Goal)
- 3.4.4 **Cultural and Heritage Event Series:** Partner with community organizations to launch a rotating cultural and heritage event series celebrating local history, Indigenous contributions, and pioneer stories. Events could include walking tours, storytelling nights, traditional food pop-ups, and outdoor heritage theatre. The RM’s role would be to provide coordination support, promotional tools, and small-scale funding to help communities bring their ideas to life. This series creates engaging, place-based tourism while deepening local pride and cultural appreciation. (Short-term Goal, Ongoing Initiative)
- 3.4.5 **Seasonal Community Clean-up and Beautification Challenge:** Launch a friendly, RM-wide beautification challenge where hamlets compete or collaborate to clean, decorate, and enhance shared public spaces each spring or fall. The RM can provide starter kits (e.g. garbage bags, flower seeds, signage templates), recognize standout efforts, and promote stories of local pride. This initiative builds morale, visibility, and community connection through lighthearted competition. (Quick Win, Ongoing Initiative)
- 3.4.6 **Signature Festivals and Events Series:** Develop one or more destination-scale events that showcase Reynolds’ unique identity and attract regional attention. Possible concepts include an outdoor adventure festival, a Dawson Trail Heritage Celebration, or an arts and music festival weekend. These events could rotate between communities, integrate existing local efforts, and feature vendors, artists, and cultural groups. The RM can support by providing coordination assistance, helping access funding, and promoting the event regionally. A strong flagship event builds annual tourism momentum and can eventually attract private sponsorship or expanded partnerships. (Medium-term Goal)

- 3.4.7 **Community Events Support and Attraction Fund:** Establish a unified Community Events Support and Attraction Fund to provide financial and logistical assistance to local groups and organizations organizing community-led events. The program can include multiple funding streams to support cultural, recreational, or seasonal events, both by strengthening existing initiatives and encouraging the creation of new ones. The RM will develop an application process, promote the program, provide applicant support, and allocate funds and staff resources to assist approved projects. This initiative helps stimulate the local economy by increasing event-driven spending, attracting regional visitors, and fostering a vibrant calendar of community activities. (Quick Win, Ongoing Initiative) **Goal 8 – 2025-2026**
- 3.4.8 **Targeted Promotion of High-potential Tourism Sites:** Identify and promote high-potential but under-visited destinations, such as Alfred Hole Goose Sanctuary, East Braintree Museum. The RM would lead the development of digital content, signage improvements, and collaborative marketing initiatives. This project helps increase visitor engagement, disperses tourism benefits across the RM, and reinforces Reynolds’ cultural and ecological appeal. (Short-term Goal)
- 3.4.9 **Tourism Asset Promotion Campaign:** Launch targeted promotion campaign(s) focused on underutilized or lesser-known tourism assets, including heritage sites, trail systems, art stops, and scenic areas. The RM would develop promotional content in partnership with local groups, produce signage or online materials, and collaborate with tourism channels to boost visibility. This initiative enhances community pride while directing visitor traffic beyond the highway corridor. (Short-term Goal)

3.5 TOURISM PRODUCT DEVELOPMENT AND PROMOTION

These projects are about bringing the tourism experience to life by developing tangible offerings that are ready for visitors to engage with, from accommodations and guided experiences to local ambassador programs and detailed inventories. It also ensures that those offerings are well-promoted and accessible to target audiences. The goal is to stimulate local entrepreneurship, increase visitor spending, and build tourism capacity at the grassroots level.

- 3.5.1 **Complete a Tourism Inventory:** Create a searchable inventory of all tourism-related assets in Reynolds. This listing would document natural attractions, cultural landmarks, recreational trails, events, and tourist-service businesses. The RM would lead data collection and verification, then share the inventory with tourism partners, local operators, and online platforms to enhance destination visibility and support coordinated marketing efforts. (Short-term Goal)

- 3.5.2 **Community-led Tourism Ambassador Program:** Create a volunteer-based Tourism Ambassador initiative where residents serve as friendly local guides, storytellers, or event helpers during the peak seasons or special events. Ambassadors could greet visitors at kiosks, share local knowledge at trailheads or markets, and offer information tours or recommendations. The RM's role is to coordinate training, provide branded shirts or badges, and publicly recognize participants. This low-cost program builds pride, encourages intergenerational engagement, and fosters positive visitor experiences while reinforcing community identity. (Short-term Goal, Ongoing Initiative)

- 3.5.3 **Tourism-focused Accommodation Development Support:** Encourage the development of tourism-friendly accommodations across Reynolds, such as short-term rentals, off-grid cabins, or wilderness lodges. The RM can support this effort by identifying zoning-ready areas, providing clear development guidelines, and promoting opportunities through its developer resources and marketing tools. This initiative addresses the growing demand for unique lodging experiences while generating new economic activity. (Medium-term Goal)

PILLAR 4: HOUSING AND POPULATION RETENTION AND EXPANSION

This pillar supports the sustainable growth and vitality of the RM of Reynolds by attracting, retaining, and accommodating residents through strategic housing initiatives and targeted population growth efforts. It recognizes that diverse and flexible housing options, combined with effective newcomer support and lifestyle marketing, are essential to building a vibrant, inclusive community that meets the evolving needs of families, workers, and seniors.

Projects under this pillar focus on assessing housing needs, preparing land and policies for residential development, promoting Reynolds as a desirable place to live, and supporting residents through integration and retention programs. Efforts include data-driven planning, innovative housing policy development, lifestyle-focused marketing campaigns, and initiatives to ensure long-term residency and quality of life.

4.1 FOUNDATION PLANNING AND SITE READINESS FOR HOUSING AND POPULATION

These projects focus on gathering essential data, assessing land readiness, and building strong partnerships with developers. They create the groundwork needed to make informed decisions and prepare the RM of Reynolds' lands for sustainable residential development and growth. The goal is to equip Reynolds with the tools and knowledge to attract investment and ensure development aligns with community priorities.

- 4.1.1 **Housing Needs Assessment and Land Use Strategy:** Undertake a housing needs assessment combined with a land use strategy that integrates demographic analysis, community input, and land inventory data. This foundational project will identify gaps in housing supply, future demand projections, and spatial opportunities for residential growth aligned with infrastructure capacity and environmental considerations. The RM's role is to manage data collection, consultation, and the development of actionable policy recommendations that support coordinated land development and housing planning over the next decade. (Short-term Goal)
- 4.1.2 **Land Inventory and Development Readiness Assessment:** Conduct a review of municipally owned lands to assess their suitability for residential or mixed-use development. This includes mapping parcels, evaluating zoning and servicing status, identifying road or drainage needs, and flagging potential barriers. The RM would lead the audit, supported by planning consultants or provincial tools as needed. The findings would inform policy updates, marketing to developers and strategic infrastructure planning, laying the groundwork for future population growth. (Short-term Goal) **Goal 10 – 2025-2026**
- 4.1.3 **Regional Profiles and Developer Opportunity Packages:** Support residential growth by completing detailed regional profiles for priority areas in the RM (e.g., southern Reynolds) and preparing development-ready land information packages. Building on the completed Reynolds North profile, the RM would identify municipally owned parcels with residential potential, confirm zoning and servicing status, and compile maps, photos, and planning considerations into tailored packages for each site. These materials can be used to attract developers or investors through targeted marketing and outreach efforts. The goal is to equip the RM with clear, accurate, and compelling tools to support future housing investment. (Quick Win, Ongoing Initiative)
- 4.1.4 **Molson Housing Development Project:** Advance the development of a strategically located residential site in Molson, Manitoba, to shovel-ready status. This project will involve market and feasibility research, infrastructure and servicing assessments, developer and investor engagement, and securing all required approvals. The RM will coordinate partnerships, oversee planning processes, and prepare a comprehensive development package to attract private investment. By moving beyond preliminary planning, this initiative aims to demonstrate Reynolds' capacity for site-specific development and position Molson as a priority growth area. (Medium-term Goal) **Goal 9 – 2025-2026**
- 4.1.5 **Developer Information Session Series:** Host a series of virtual or in-person information sessions specifically for homebuilders, landowners, or housing developers to walk them through available incentive programs, land opportunities, zoning updates, and infrastructure plans. These sessions would build on existing materials and offer an opportunity for two-way dialogue. The RM would coordinate scheduling, invitations, and follow-up materials. This initiative helps demystify the building process and builds trust with potential partners. (Quick Win, Ongoing Initiative)
- 4.1.6 **Public Land Housing Pilot Projects:** Initiate pilot projects to test small-scale housing developments on RM-owned or publicly available lands, focusing on innovative, affordable, or modular housing models. The RM will identify suitable parcels, partner with developers or nonprofits, and facilitate permitting and funding applications. These pilots aim to demonstrate practical housing solutions that can be scaled up and inform policy updates. This project will serve as a hands-on experiment to activate underused land and address housing shortages with RM leadership and flexibility. (Long-term Goal)

- 4.1.7 **Senior-focused Housing Feasibility Study:** Conduct a feasibility study to identify ideal locations and housing models for senior residents throughout the RM of Reynolds. This study will analyze demographic data, accessibility needs, service proximity, and community preferences to recommend strategies for developing safe, affordable, and accessible senior housing. The RM will coordinate data gathering, stakeholder consultations, and partnerships with health and housing agencies. Findings will guide future pilot projects or partnerships to address aging-in-place and demographic balance. (Medium-term Goal)

4.2 HOUSING POLICY AND INCENTIVE DEVELOPMENT

These projects are about developing policies and targeted incentives that reduce barriers to housing development, promote affordability, and support innovative and sustainable housing models. They help create an enabling environment where diverse housing options can thrive, meeting the evolving needs of residents and developers alike.

- 4.2.1 **Housing Innovation and Affordability Research Project:** Conduct a research scan of innovative rural housing models, such as tiny homes, movable dwellings, cooperative housing, or serviced-lot pilot projects, to identify what's most suitable for Reynolds. The RM's role is to compile examples, consult planning authorities, and identify next steps for policy adaptation or pilot testing. This foundational project helps ensure Reynolds is open to new forms of affordable, flexible housing as its population needs evolve. (Short-term Goal) **Goal 11 - 2025-2026**
- 4.2.2 **Backyard and Secondary Suite Policy Development:** Explore the potential to allow or expand backyard suites, garage units, or secondary dwellings on existing residential lots to increase housing availability, affordability, and intergenerational living. The RM's role is to review zoning and permitting rules, identify barriers, and consult with residents and planners on feasibility. This project supports flexible living arrangements and gentle density in existing communities. (Short-term Goal) **Goal 11 - 2025-2026**
- 4.2.3 **Infill Housing Incentive and Promotion Program:** Explore the development of an Infill Housing Incentive Program to encourage new residential construction on vacant or underused lots within established communities. The RM's role is to research best practices, identify priority infill areas, and coordinate the design of financial or permitting-based incentives (e.g. grants, tax relief, fee waivers). This initiative also includes marketing infill opportunities to homeowners and developers. By maximizing existing infrastructure and revitalizing neighbourhoods, this program would support efficient, sustainable growth. (Long-term Goal) **Goal 11 - 2025-2026**
- 4.2.4 **Fee Waiver or Permit Reduction for Residential Development:** Design a framework to waive or reduce development fees and permitting costs for qualifying residential projects, particularly those in underdeveloped areas or those meeting affordability or infill goals. The RM would define eligibility criteria, estimate financial impact, and promote the opportunity to builders. This initiative supports developer confidence and helps reduce the cost of building homes in Reynolds. (Long-term Goal) **Goal 11 - 2025-2026**
- 4.2.5 **Green Building Incentive for Residential Development:** Research and design a green building incentive program that encourages energy-efficient, sustainable home construction. Incentives may include rebates, density bonuses, or expedited permitting for homes meeting defined environmental standards. The RM's role is to engage stakeholders, align with provincial/federal programs and develop education material for technical support resources. This initiative promotes long-term affordability, reduces emissions, and aligns with broader sustainability goals. (Long-term Goal) **Goal 11 - 2025-2026**
- 4.2.6 **Residential Public-Private Partnership (PPP) Exploration:** Explore opportunities for PPPs to support residential development, particularly in areas requiring shared investment in infrastructure or affordability. The RM's role is to identify potential sites, engage with developers and housing agencies, and develop models for land contributions, servicing partnerships, or co-development agreements. PPPs offer a flexible way to achieve housing goals while leveraging private expertise and investments. (Long-term Goal) **Goal 11 - 2025-2026**

- 4.2.7 **Residential Property Tax Abatement Program:** Explore a policy that would temporarily reduce or eliminate property taxes for new residential construction in areas targeted for growth or revitalization. The RM would research structured and eligibility models (e.g. phased abatements, affordability criteria), and consult with stakeholders to assess local fit. The objective is to stimulate housing development while ensuring long-term tax base growth. (Long-term Goal) **Goal 11 – 2025-2026**
- 4.2.8 **Tax Increment Financing (TIF) for Residential Development:** Assess the potential use of Tax Increment Financing (TIF) as a long-term tool to support residential development in targeted areas. The RM's role is to identify candidate districts, consult with legal and financial advisors, and develop a policy framework that channels future tax revenue increases into infrastructure improvements. TIF can make residential projects more viable by offsetting upfront servicing costs, helping to unlock underdeveloped land and attract private investment. (Long-term Goal) **Goal 11 – 2025-2026**
- 4.2.9 **Residential Demolition Incentive Program:** Investigate the feasibility of a program that offers financial support to property owners or developers for demolishing unsafe, blighted, or obsolete residential structures. The goal is to reduce barriers to site cleanup and encourage redevelopment of cleared lots. The RM would lead the development of eligibility criteria, funding options, and safeguards to preserve heritage or structurally sound opportunities and improve neighbourhood aesthetics. (Long-term Goal) **Goal 11 – 2025-2026**
- 4.2.10 **\$1 Lot Program for Residential Development:** Develop and test a \$1 Lot Program to encourage development on municipally owned residential land that has been underutilized or vacant. The RM would identify suitable lots, establish criteria (e.g. build timelines, home quality, affordability), and promote the opportunity to builders, nonprofits, or individuals. The program must include clear enforcement and monitoring processes to ensure development follows through. This low-cost incentive can stimulate housing growth and revitalize priority areas. (Long-term Goal) **Goal 11 – 2025-2026**
- 4.2.11 **Down Payment Assistance Program:** Explore the feasibility of establishing a partnership-based down payment assistance or low mortgage rate program to support first-time and moderate-income homebuyers purchasing homes in new residential developments within the RM of Reynolds. The Community Development Department would lead efforts to identify potential funding partners such as financial institutions, review successful program models (including grants, loans, and deferred payment options), and consult with lenders and community stakeholders. This initiative aims to reduce barriers to homeownership by facilitating access to favourable financing options, helping families and young residents to settle and remain in Reynolds. (Long-term Goal) **Goal 11 – 2025-2026**

4.3 RESIDENT ATTRACTION AND LIFESTYLE MARKETING

These projects bring the RM of Reynolds' lifestyle and community advantages to life through focused storytelling, marketing, and targeted outreach. By highlighting affordability, outdoor access, and niche appeals like remote work or homeschooling, they aim to attract new residents who fit the community's values and contribute to population growth.

- 4.3.1 **Resident Attraction Plan:** Create a strategy to attract and retain the ideal mix of residents for Reynolds. This plan will analyze demographic trends, survey desired attributes (such as affordability, lifestyle, and services) and propose targeting initiatives, including relocation packages and enhanced neighbourhood amenities. The RM will use these findings to inform marketing efforts and policy adjustments, aiming to build a vibrant, sustainable community. (Short-term Goal)
- 4.3.2 **Resident Attraction and Marketing Plan:** Develop a strategic marketing plan to guide the RM of Reynolds' resident attraction efforts. This plan will assess community assets, target demographic groups, and evaluate the viability of various marketing campaigns and relocation initiatives. It will establish clear objectives, messaging frameworks, and success metrics to ensure coordinated, effective outreach. The plan will support the implementation of lifestyle-focused campaigns, storytelling projects, and relocation packages by prioritizing efforts that best align with Reynolds' growth goals and resource capacity. (Short-term Goal)
- 4.3.3 **"Move to Reynolds" Storytelling Campaign:** Promote the RM's lifestyle advantages through a targeted storytelling campaign that highlights the voices of current residents. This initiative would share testimonials, short videos, and photo features via social media, municipal channels and regional partnerships to convey the benefits of living in Reynolds, including affordability, outdoor access, and community life. The RM would coordinate content collection and promotion, leveraging stories from new residents, returning locals, and multigenerational families. The goal is to attract interest from remote workers, young families, and those seeking a rural quality of life. (Short-term Goal)
- 4.3.4 **Lifestyle-driven Relocation Packages:** Develop relocation packages tailored to specific target groups such as retirees, remote workers, and creative professionals. These packages could include available lot listings, housing options, testimonials, digital connectivity info, and lifestyle highlights like recreation, local food, and community activities. The RM's roles would be to create the content, partner with real estate agents or local ambassadors, and distribute materials through digital platforms and targeted outreach. This initiative builds on growing interest in rural living and helps position Reynolds as a destination of choice for lifestyle-based relocation. (Short-term, Ongoing Initiative).
- 4.3.5 **Rural Remote Work Living Campaign:** Design and launch a digital campaign that promotes Reynolds as an ideal place for remote workers, highlighting improved broadband connectivity, affordable land, outdoor access, and a slower pace of life. The campaign could include interviews with remote residents, housing options, co-working potential, and lifestyle features. The RM's role is to develop messaging, gather content, and amplify it through regional economic development and digital nomad channels. This initiative taps into national trends and supports long-term population growth. (Short-term Goal, Ongoing Initiative)

- 4.3.6 **Homeschool-friendly Living Campaign:** Design and implement a marketing and community engagement campaign that promotes the RM of Reynolds as a welcoming place for homeschooling families. This project will identify the unique needs and values of homeschoolers, highlight local amenities, recreational opportunities, natural spaces, and community support networks, and create targeted communications that showcase these benefits. The RM's roles will be to collaborate with local educators, families, and organizations to build awareness and develop resources that enhance the homeschooling experience. This campaign aims to diversify the resident base and attract families seeking flexible education lifestyles. (Short-term Goal)
- 4.3.7 **Healthcare Recruitment Incentives:** Develop a targeted incentives program to attract healthcare professionals to the RM of Reynolds, linking recruitment efforts to affordable and accessible housing options. This initiative will explore potential partnerships with regional health authorities, housing developers, and provincial programs to offer relocation bonuses, housing subsidies, or rental assistance tailored for essential service workers. The RM's role will focus on facilitation, coordination, and advocacy, providing a competitive advantage in regional healthcare recruitment by addressing housing affordability and availability as key factors. This project supports essential service delivery and strengthens community well-being. (Medium-term Goal)

4.4 RESIDENT INTEGRATION AND COMMUNITY RETENTION

These projects support residents in feeling welcomed, connected, and able to meet their housing and lifestyle needs over time. They focus on newcomer integration, affordable housing access, and addressing the needs of seniors and temporary workers. The goal is to encourage long-term settlement and strengthen the social fabric of the community.

- 4.4.1 **New Resident Welcome Program:** Support retention by developing a structured Welcome Wagon program for new residents. This could include printed or digital welcome kits, connections to local services and clubs, and informal meet-and-greet events hosted in collaboration with community organizations. The RM would coordinate the creation of materials, promote welcome events, and maintain a channel for new arrivals to ask questions or share feedback. A warm first impression encourages long-term settlement and builds stronger community ties from day one. (Short-term Goal, Ongoing Initiative)
- 4.4.2 **Temporary and Seasonal Worker Housing Support Initiative:** Work with local businesses, tourism operators, and agricultural employers to assess and address seasonal or temporary housing needs within the RM of Reynolds. The RM can begin by surveying local employers, identifying suitable land for worker accommodations, and researching funding or partnership opportunities (e.g. nonprofits, developers, or CMHC programs). The goal is to develop a coordinated approach that ensures the RM can support its economic sectors without long-term housing pressures. This project helps fill a critical workforce accommodation gap proactively and flexibly. (Long-term Goal)
- 4.4.3 **Youth-to-Homeownership Pathway Pilot:** Explore the design of a pathway program that helps young residents or working youth transition toward homeownership. This could include financial literacy workshops, saving match programs, mentorship from local builders, or priority access to infill or \$1 lot programs (should these be adopted as viable programs by the RM). The RM's role would be to convene partners (credit unions, housing agencies), promote the opportunity, and coordinate pilot testing. (Long-term Goal)
- 4.4.4 **At-home Trades and Contractor Housing Incentives:** Incentivize tradespeople and small contractors (e.g., carpenters, welders, mechanics) to relocate to Reynolds by offering residential lot bundles with workshop-friendly zoning, home office use rights, or small business support. The RM would identify suitable parcels, create promotional materials, and partner with trades associations. This approach helps address both housing growth and the local contractor shortage. (Long-term Goal)

PILLAR 5: INVESTMENT ATTRACTION AND DEVELOPMENT ENABLEMENT

This pillar strengthens the RM of Reynolds' position as a competitive and welcoming destination for responsible private investment. It emphasizes creating the conditions, relationships, and tools that attract developers, site selectors, and business prospects while ensuring that growth aligns with long-term community goals. By combining clear data, investment-ready policies, proactive marketing, and targeted outreach, the RM can reduce barriers, accelerate timelines, and foster development that benefits residents and businesses alike.

Projects under this pillar focus on building a strong foundation and community and regional data, aligning zoning and policies with economic objectives, preparing infrastructure and priority sites for growth, and promoting Reynolds' assets to target industries and investors. Efforts include creating regional profiles, investment readiness studies, infrastructure advocacy, site packaging, brand development, and strategic relationship building to ensure Reynolds is consistently visible, accessible, and ready for opportunity.

5.1 FOUNDATIONAL DATA AND READINESS

These projects ensure the RM has accurate, up-to-date information, modernized policies, and efficient internal systems that make investing in Reynolds clear and straightforward. They focus on building community and regional profiles, streamlining development processes, and improving responsiveness to investor inquiries. The goal is to position Reynolds as organized, transparent, and ready for investment.

- 5.1.1 **Community Profile of the RM of Reynolds:** Compile a thorough community profile that captures the RM's identity, economic performance, demographic trends, and local assets. This foundational document will serve as a reference for marketing, grant applications for both the RM and community groups and organizations, and stakeholder engagement, equipping the RM with a deep understanding of its strengths and challenges. (Short-term Goal) **Goal 12 - 2025-2026**
- 5.1.2 **Regional Profile of Reynolds South:** Develop a detailed community profile for Reynolds South that not only describes the RM but also includes surrounding municipalities in a shared regional context. This profile would cover demographics, economic strengths, cultural highlights, and local challenges. The RM's role is to coordinate data collection, involve regional partners for input and produce a document that supports collaborative planning and regional investment initiatives. (Short-term Goal) **Goal 13 - 2025-2026**
- 5.1.3 **Investment Readiness Study:** Conduct a formal study to assess the current readiness for attracting and sustaining private investment. This study will analyze factors such as existing infrastructure, permitting efficiency, market conditions, and policy frameworks. The RM will use the findings to identify gaps, prioritize upgrades, and guide future incentive programs, thereby strengthening overall investment appeal. (Short-term Goal) **Goal 14 - 2025-2026**
- 5.1.4 **Zoning and Development Policy Review:** Undertake a review of key zoning by-laws, development fees, and servicing policies to ensure they support the RM's economic development goals and reduce unintentional barriers to investment. The RM would work with planning professionals to identify needed updates, assess the impact on growth, and propose changes that better align policy with land use potential. This project helps modernize the planning framework and supports future development. (Medium-term Goal)
- 5.1.5 **Streamlined Development Process Guide:** Create a clear, step-by-step guide that outlines the RM's development process, including zoning requirements, permitting steps, timelines, and contact points. The goal is to help prospective developers, builders, and new investors navigate approvals with confidence and transparency. The RM would work with the planning staff to document current processes, identify opportunities for improvement, and design the guide as a printable and digital resource. This supports investment readiness and helps position the RM as development-friendly. (Medium-term Goal)
- 5.1.6 **Investor Engagement Research:** Conduct structured interviews, surveys, or information consultations with developers, businesses, and builders to understand current barriers to investment in Reynolds. This research will inform the RM's economic development strategies by identifying gaps in policy, communication, infrastructure, or incentives. The findings will help the RM respond proactively to investor needs and strengthen its long-term competitiveness. (Short-term Goal)

- 5.1.7 **Investment Lead Response Protocol:** Design a simple internal protocol to ensure timely, coordinated, and professional responses to incoming investment inquiries, whether from developers, commercial tenants, or institutional partners. This might include checklists for internal communication, document sharing, and follow-up procedures. The RM's role is to map out the designed process, assign roles, and provide basic training to staff involved in investment attraction. These behind-the-scenes projects ensure leads are managed well and momentum isn't lost due to process gaps or mismanagement. (Quick Win)
- 5.1.8 **Developer Follow-up and Tracking System:** Develop a lightweight CRM-style system (e.g. spreadsheet, Airtable, or CRM-lite platform) to track all investment-related inquiries, site visits, outreach activities, and follow-ups. This would allow the RM to maintain momentum, ensure no lead goes cold, and track long-term outcomes (e.g. land sold, project completed, inquiry withdrawn). The RM would set up the system, assign responsibility for updates, and periodically review performance to improve future investment attraction. This supports long-term consistency and relationship-building in economic development. (Short-term Goal)

5.2 INFRASTRUCTURE PLANNING AND ADVOCACY

These projects prepare the RM's physical and regulatory environment for growth by securing essential infrastructure and land access. They focus on proactive funding strategies, targeted advocacy, and technical planning for priority sites and corridors. The goal is to align infrastructure investments with economic priorities, reduce barriers to development, and shorten timelines for prospective investors.

- 5.2.1 **Infrastructure Grant Application Support Team:** Create or contract a dedicated internal team or consultancy to identify infrastructure funding opportunities and coordinate high-quality grant applications aligned with RM priorities. This support structure will ensure the RM can respond quickly to calls for proposals and maintain a proactive approach to unlocking funds for road upgrades, broadband expansion, water/sewer systems and more. (Ongoing Initiative)
- 5.2.2 **Infrastructure Advocacy Package:** Create a communication toolkit that outlines the RM's highest priority infrastructure needs, such as broadband, road improvements, water/wastewater upgrades, or development servicing, to support lobbying, partnership building, and grant applications. The package would include maps, background data, cost estimates, and alignment with economic development goals. The RM's role is to compile the content and use the materials to advocate with provincial/federal governments and funding agencies. This proactive tool increases readiness and visibility for infrastructure investment. (Short-term Goal)
- 5.2.3 **Highway Commercial Node Feasibility Study:** Conduct a feasibility study to assess the potential for developing highway-adjacent commercial nodes at key intersections or corridors, such as along PTH 1 or PTH 44. The study would identify high-visibility parcels, evaluate serving requirements, review zoning compatibility, and outline suitable business types (e.g. fuel, food, accommodations, tourism services). The RM's role is to coordinate the study, consult with stakeholders, and use the results to inform marketing or infrastructure planning. This project helps attract highway traffic investment and positions Reynolds as open for business. (Medium-term Goal)
- 5.2.4 **Developer-ready Infrastructure Preplanning Study:** Conduct a technical study to pre-assess the infrastructure needs and high-level cost estimates for serving key growth nodes identified for future development. This may include water/wastewater options, road access, drainage, and hydro availability. The RM's role is to retain an engineering consultant, select high-priority sites, and use the findings to inform long-term budgeting, grant applications, or marketing packages. This groundwork improves the RM's ability to speak confidently with potential investors. (Medium-term Goal)
- 5.2.5 **Crown Land Development Advocacy and Negotiation Strategy:** Establish a proactive strategy to engage with provincial authorities regarding the use and disposition of Crown Land within the RM. This strategy may include pursuing land swaps, negotiating leases, or advocating for greater municipal control over targeted parcels for residential or commercial development. This initiative would enable Reynolds to access more development-ready land while balancing environmental and community interests. (Long-term Goal)
- 5.2.6 **Prawda Industrial Park Concept:** Explore the feasibility of establishing a light industrial park near Prawda and Highway 1. The concept would include identifying suitable land, estimating servicing costs, and developing a layout for subdivided lots catering to trades, logistics, or small-scale manufacturing. This initiative could stimulate local job creation and provide a dedicated space for industry to grow within the RM. (Long-term Goal)

5.3 MARKETING, BRANDING, AND OUTREACH

These projects raise the RM's profile as an attractive and competitive investment destination. They focus on creating professional marketing packages, establishing a consistent brand identity, and engaging directly with developers, site selectors, and target industries. The goal is to promote Reynolds' strengths, change outdated perceptions, and attract investment that aligns with community priorities.

- 5.3.1 **Investment-Ready Site Profiles:** Develop a set of concise, visually compelling profiles for municipally owned or priority private land parcels identified as suitable for commercial, residential, or mixed-use development. Each profile would include key details such as parcel size, zoning, access, servicing status, and surrounding amenities. The RM's role is to identify sites, verify data and package materials in a format that meets investor and developer expectations. These profiles become essential tools for attracting investment and promoting land sales. (Short-term Goal)
- 5.3.2 **Developer Package(s) for Identified Land Parcels:** Assemble tailored developer packages for municipally owned or prioritized private land parcels, segmented by community or zoning classifications. Each package will include critical data such as parcel size, zoning status, servicing capacity, and development incentives. The RM will lead data verification, design, and targeted outreach with these materials to attract suitable investment. (Short-term Goal)
- 5.3.3 **Land Development Marketing Program:** Design and implement a marketing plan to promote development-ready municipal and private lands for residential, commercial, or tourism-related investment. This initiative will package maps, servicing details, photos, and promotional narratives into user-friendly tools that can be used at trade shows, in email campaigns, or via the RM's website. The RM's role is to coordinate outreach and continuously update the materials based on investor feedback. (Short-term Goal)
- 5.3.4 **Targeted Industry Outreach Campaign:** Design and launch a proactive outreach campaign aimed at attracting businesses or investors in sectors that align with Reynolds' strengths, such as light manufacturing, eco-tourism, agri-food, or logistics. The RM's role is to identify target sectors, develop tailored messaging and materials, and build a list of potential leads or site selectors to engage directly or through regional events. This campaign positions the RM competitively and creates awareness of opportunities beyond general marketing. (Medium-term Goal)
- 5.3.5 **Investor Attraction Plan:** Develop a strategic plan designed to attract private sector investment by pinpointing key sectors, formulating tailored messaging, and outlining incentive strategies. The plan will build on existing marketing efforts to create an environment where investors feel confident and supported in pursuing development opportunities in Reynolds. (Short-term Goal)
- 5.3.6 **Place Branding and Marketing Plan:** Create an integrated branding and marketing plan that solidifies Reynolds' identity as a unique, attractive place to live, work, and visit. The initiative will define brand elements, establish messaging frameworks, and identify key channels for promotion. The RM will work with design and marketing experts to ensure a consistent and compelling narrative across all communications. (Short-term Goal)

- 5.3.7 **Developer Engagement and Networking Strategy:** Build relationships with developers, builders, and industry professionals by participating in development-focused trade shows, hosting informal networking events, or conducting one-on-one outreach. The RM's role is to act as a connector, sharing land opportunities, listening to industry needs, and promoting the community's assets. Over time, this positions Reynolds as a place where the RM is open to conversation, ready with information, and actively encouraging responsible investment. (Short-term Goal, Ongoing Initiative)
- 5.3.8 **Community Myth-busting Investment Campaign:** Design a light, positive campaign that addresses common misperceptions about investing or building in Reynolds, such as "it's too hard to get a permit," "nothing ever changes," or "no one supports development." This could include social media posts, short videos, or handouts that highlight new tools, success stories, and streamlined processes. The RM's role is to create the message, share real examples, and promote a shift toward optimism and possibility. (Quick Win, Ongoing Initiative)

5.4 SITE SPECIFIC DEVELOPMENT OPPORTUNITIES

These projects unlock the potential of high-priority development sites by assessing feasibility, identifying optimal uses and preparing them for targeted investment promotion. They focus on advancing signature opportunities that can demonstrate market potential and act as catalysts for further development. The goal is to direct resources toward projects with the highest potential for community and economic impact.

- 5.4.1 **Highway Corridor Development Plan:** Create a targeted land use and design strategy to guide commercial and tourism development along the Trans-Canada Highway and other key routes. The plan would identify priority sites, assess infrastructure and servicing requirements, and propose development guidelines that enhance aesthetics, safety, and investment appeal. This positions Reynolds to better attract and manage growth along high-visibility corridors. (Long-term Goal)

- 5.4.2 **Pineland Nursery Redevelopment Feasibility Study:** Work with the province to explore the redevelopment potential of the former Pineland Nursery site into residential lots, commercial pads, or mixed-use development. The RM's roles would be to commission a feasibility study, engage relevant stakeholders, and assess the needs for servicing, zoning, and infrastructure. This initiative could unlock a large, underutilized parcel for community and economic growth while preserving portions of the site for green space or heritage use. (Medium-term Goal)

- 5.4.3 **Laforge Pits (Reynolds Ponds) Feasibility and Management Study:** Work with the Province of Manitoba to assess options for improved management, safety, and future development of the Laforge Pits. This heavily used Crown Land site is currently promoted as a recreational fishing and camping area, with provincially stocked ponds, but lacks formal management and infrastructure. The study would evaluate the feasibility of a partnership or management framework, identify service and safety requirements, and explore potential long-term recreational and tourism opportunities. By transforming this high-traffic but undermanaged site into a safe, sustainable provincial asset, the RM and province could reduce risks while unlocking significant community and economic benefits. (Long-term Goal)

PILLAR 6: ECONOMIC DEVELOPMENT ADMINISTRATION AND MANAGEMENT

This pillar is designed to strengthen the RM's economic development capacity through effective administration, communication, and community engagement. It emphasizes building the internal systems, partnerships, and outreach tools needed to coordinate initiatives, track progress, and keep the community informed and involved.

Projects under this pillar focus on establishing clear communication channels, maintaining accurate economic data, managing relationships with partners, and ensuring strong administrative support for all strategic priorities. Efforts include regular reporting, public engagement sessions, professional development, and streamlined coordination with the council and stakeholders. Together, these initiatives enable participation, informed decision-making, and sustained delivery of the RM's economic development goals.

6.1 DATA MANAGEMENT AND REPORTING

These projects enable the RM and its partners to access timely, accurate, and well-organized economic and stakeholder data. They focus on improving data collection, management, and transparent reporting to guide decision-making and track progress. The goal is to enhance accountability and provide solid evidence-based for effective economic development planning and coordination.

- 6.1.1 **Economic Development Data and Metrics Dashboard:** Develop and maintain a centralized dashboard to track key economic indicators, project progress, and community engagement metrics. This tool will support data-driven decision-making and transparent reporting to the council and residents. The RM will coordinate data collection, dashboard design, and regular updates to ensure accuracy and accessibility. (Short-term Goal, Ongoing Initiative) **Goal 15 - 2025-2026**
- 6.1.2 **Stakeholder Relationship Management System:** Implement a customer relationship management (CRM) system or equivalent to organize and track contacts, partnership activities, outreach efforts, and follow-ups with businesses, community groups, regional partners, and Indigenous communities. The RM will oversee selection, customization, training, and integration of the system to enhance coordination and communication. (Short-term Goal, Ongoing Initiative) **Goal 15 - 2025-2026**
- 6.1.3 **Economic Development Grant Dashboard:** Create a structured dashboard to identify, apply for, and manage external funding opportunities, including grants, partnerships, and sponsorships. The RM will develop a funding opportunity calendar, designate application leads, and establish a monitoring process to maximize financial resources for economic development projects. (Quick Win, Ongoing Initiative) **Goal 15 - 2025-2026**
- 6.1.4 **Annual Economic Development Report and Communication Plan:** Publish an annual report summarizing economic development achievements, upcoming priorities, and community success stories. Complemented by a strategic communications plan, the RM will distribute these updates to residents, council, partners, and stakeholders to build transparency, awareness, and support. (Quick Win, Ongoing Initiative) **Goal 15 - 2025-2026**

6.2 CAPACITY, RESOURCES, AND OPERATIONAL SUPPORT

These projects support the RM's ability to deliver sustainable economic development by strengthening internal resources, expertise, and administrative functions. They focus on professional development, external networking, and efficient office operations. The goal of these projects is to build a resilient organizational foundation that enables ongoing growth and responsive service to the community.

- 6.2.1 **Operational Support and Administration:** Conduct ongoing duties critical to the smooth functioning of the Economic Development Office. This includes managing emails and correspondence, scheduling and calendar management, preparing monthly reports, maintaining files and records, and other essential office support tasks. These activities ensure timely communication, effective organization, and responsiveness to stakeholders. Time spent on these tasks will be tracked and managed as part of the EDO's regular workload. (Ongoing Initiative) **Goal 16 – 2025-2026**
- 6.2.2 **Economic Development Strategic Plan (2025 to 2026):** Develop a strategic plan guiding economic development priorities in Reynolds from September 1, 2025, to September 30, 2026. This document will outline priority actions, set performance metrics, and assign responsibilities across all sectors, forming the blueprint for future initiatives. The RM will coordinate interdepartmental input and external consultancy as needed, ensuring the plan reflects a visionary yet achievable roadmap for growth. (Short-term Goal) **Goal 16 – 2025-2026**
- 6.2.3 **Training and Professional Development:** Plan and support ongoing training, conferences, and peer network participation. This ensures the RM team remains informed of best practices, emerging tools, and regional trends to serve the RM effectively. (Quick Win, Ongoing Initiative) **Goal 16 – 2025-2026**
- 6.2.4 **Regional Roundtables or Ward Exchange Days:** Host rotating roundtable meetings or "Ward Exchange Days" to bring together residents, councillors, and community leaders from across the RM. These casual gatherings, held in different communities throughout the year, offer space for idea-sharing, issue discussion, and information networking. The RM would provide basic facilitation and promotion but allow local hosts to shape the agenda. This initiative encourages geographic cohesion, mutual understanding, and shared vision-building. (Short-term Goal, Ongoing Initiative) **Goal 16 – 2025-2026**
- 6.2.5 **External Networking and Partnership Engagement:** Support the Economic Development Officer's participation in regional and provincial networking events such as chamber of commerce meetings, annual general meetings, regional partner forums, and industry conferences. The RM will coordinate event identification, scheduling, and reporting on outcomes to strengthen partnerships, share knowledge, and identify collaboration opportunities beyond the RM's borders. (Quick Win, Ongoing Initiative) **Goal 16 – 2025-2026**
- 6.2.6 **Economic Development Strategic Plan (2027 to 2030):** Review, update, and redevelop the Economic Development Strategic Plan based on achievements from the 2025 to 2026 plan and with consideration for priorities of the incoming municipal government. This updated plan will guide economic development efforts from 2027 through 2030, outlining refreshed priorities, performance metrics, and responsibilities to ensure continued growth and alignment with community needs. (Short-term Goal) **Goal 16 – 2025-2026**