



Strategic Plan

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PREFACE

The Rural Municipality of Reynolds is very pleased to share the local government’s vision, values, mission, core services, priorities, and planned strategies/activities for the next three years. The strategic plan is important as it forms the basis for which future decisions and plans will be made on for the RM of Reynolds. The priorities and directions within this plan will guide the municipality for the remainder of the current council term and will also provide consistency into the next council term. Once the new council is in place, the strategic plan will be updated to reflect their priorities and strategies.

The **2021-2023 Strategic Plan** is the result of planning discussions that took place in October 2020 with the Council and Management to establish a clear, unified sense of priorities and direction. It is our hope that residents, businesses, agencies and partners of the RM of Reynolds take some time to review the Strategic Plan.

Sincerely,

Council & Management:

Reeve Trudy Turchyn, Councillor Jessica Thurston (Ward 1), Councillor Curtis J. Buley (Ward 2), Councillor De-Ann Holmes (Ward 3), Councillor Blaine Webster (Ward 4), Councillor Michael Huzel (Ward 5), Councillor Kim Zalitach (Ward 6), Councillor Harriet Yarmill (Ward 7), Chief Administrative Officer Kim Furgala, and Public Works Manager Nelson Chmuhalek



STRATEGIC PLANNING PROCESS OVERVIEW

In October 2020, the Rural Municipality of Reynolds Council and Management conducted strategic planning sessions with consultation provided by Community Futures Winnipeg River (CFWR). A strategic plan is a living document used to establish the direction of an organization and to guide its activities and initiatives. Strategic plans typically have a three to five-year horizon and set the vision, mission, and broad strategic goals for the organization. Through strategic planning you create a picture of the current environment; envision the future of the organization; identify issues, opportunities and priorities; and determine ways to make the vision a reality.

The Rural Municipality of Reynolds achieved the following planning outcomes through the strategic planning process:

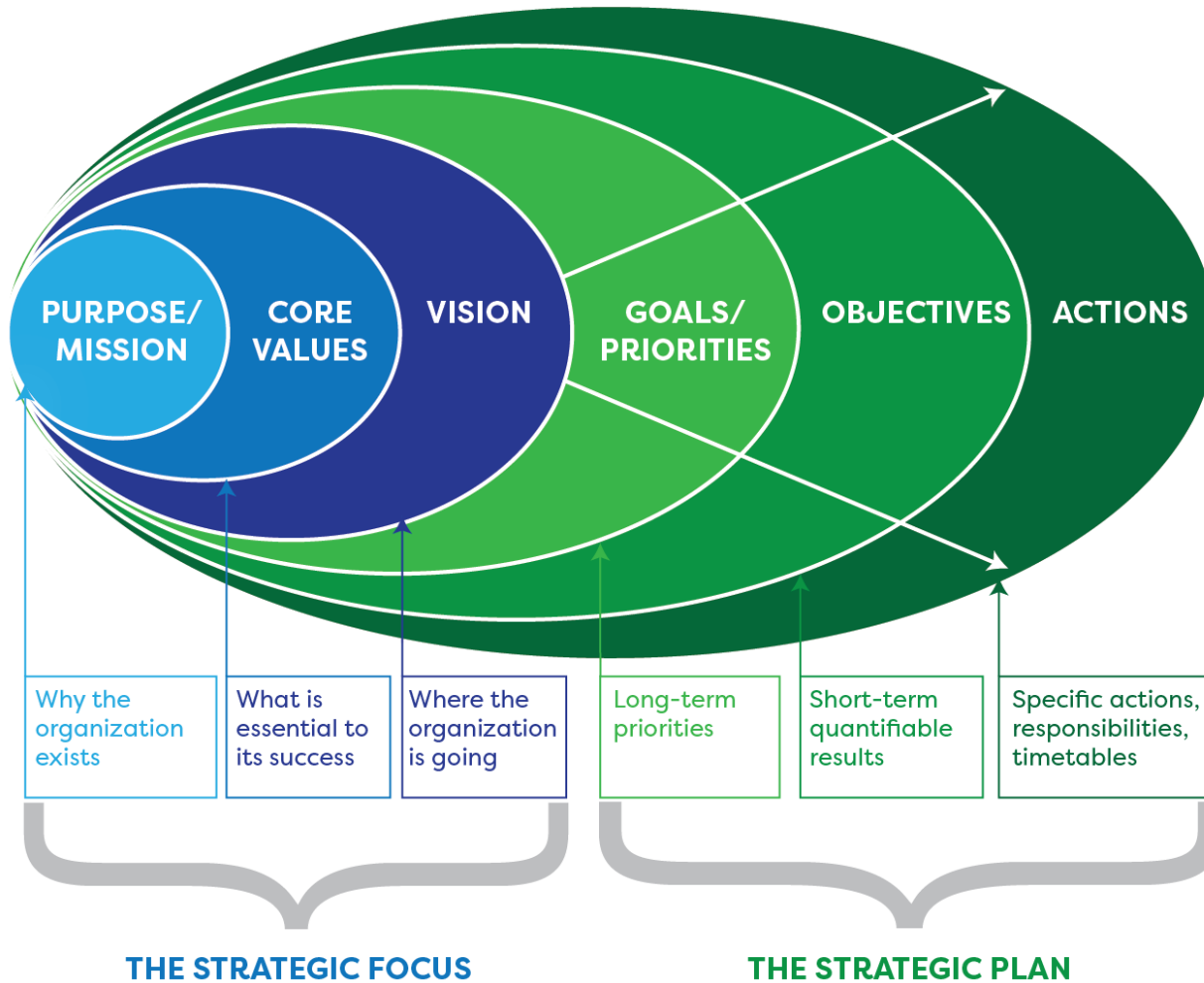
- Clarified the core services the municipality provides.
- Updated the vision and mission statements.
- Developed value statements for the organization.
- Conducted a SWOT analysis to identify the current strengths/assets and weaknesses/challenges of both the local area and the local government.
- Determined three priorities with corresponding strategies that will be the focus for the remainder of the current council term.

The strategic plan covers the timeframe of January 1, 2021 to December 31, 2023 and is overseen by the Reynolds Council. The following chart outlines the key steps in the strategic planning process and the corresponding timeframe for each step:

Timeframe	Process Step
October 13, 2020 October 27, 2020	Strategic Planning Session – Council and Management met on two separate occasions to discuss existing conditions, and to determine the mission, future vision, values, priorities, and strategies of the organization.
October - November, 2020	Documentation – Meeting notes were developed by CFWR and provided to RM of Reynolds.
December, 2020	Presentation – The first draft Strategic Plan was provided to Management for review and input.
January 2021	Review and Adoption – The second draft Strategic Plan was provided to Council for review and input. Plan is revised based on input and adopted by Council following the final review.
January 2021 – December 2023	Implementation – The plan is communicated, implemented, monitored, adjusted as required, evaluated, and celebrated.
Yearly Basis	Annual Planning – The strategic plan is reviewed and considered within operational planning and budgeting processes of the organization each year.
October 2023 (or soon if desired by new Council)	Strategic Planning – Strategic planning process begins again with Council and Management to plan for the next term.

PLANNING MODEL

The following planning model was developed to visually depict the various planning components.



Planning Model Notes

1. The planning components are shared among all Council and staff members and they guide decisions and actions.
2. Additional strategies (objectives) should be added to the plan on a regular basis (i.e. annually) as the original strategies within the Strategic Plan were identified in October-December 2020.
3. CAO to track progress made towards the priorities and strategies determined within this Strategic Plan.
4. Specific projects or other initiatives can be planned and tracked in more detail in annual or project plans.

ABOUT THE RURAL MUNICIPALITY OF REYNOLDS

Community Profile | Area description

The Rural Municipality of Reynolds is situated in the eastern corner of the Province and consists of 1,333 sections of land. The municipality has a population of 1338 living within the rural area and various hamlets of Richer East, Ste. Rita, Molson, Rennie, Hadashville, Prawda, McMunn and East Braintree. The administrative centre for the RM of Reynolds is located in Hadashville, in the geographic center of the municipality.

The municipality has a vast land base and land types vary from Canadian Shield to gravel/sand to peat to forest to farmland. There are four forest reserves that take up much of the land in the municipality - the Sandilands, Agassiz, Whiteshell and North West Angle. Several river systems are found in the municipality which include the Brokenhead, the Rennie, the Hazel, the Whitemouth, the Birch and the Boggy Rivers. Four major highways pass through the municipality - PTH #1 (Trans Canada), PTH #15, PTH #11 and PTH #44. Three railway companies operate in the municipality - Canadian National, Canadian Pacific and the Greater Winnipeg Water District. Key industries in the area are forestry, construction, agriculture/horticulture, tourism/hospitality, transportation, government services and other services. There are also four community centres and one heritage site in the municipality.

Municipal Purpose | Why local governments exist

According to the **Municipal Act**, the purposes of a municipality are:

- (a) To provide good government
- (b) To provide services, facilities or other things that, in the opinion of the council of the municipality, are necessary or desirable for all or a part of the municipality
- (c) To develop and maintain safe and viable communities



Mission Statement | Our purpose, why we exist

To provide quality leadership and core municipal services that ensure a viable future and sustainable environment where residents are healthy, safe and connected within their community.

Core Services | What we provide

According to the Municipal Act, municipalities are responsible for delivering local public services. Direct services the Rural Municipality of Reynolds provides are:

- ❖ **General Government and Fiscal Services**

Council operations, fiscal services, strategic direction, capital planning, by-laws, policies, and administration

- ❖ **Protective Services**

Fire services, emergency measures, public safety awareness, by-law enforcement, and animal control

- ❖ **Transportation Services**

Roads, drainage, and signage

- ❖ **Public Utilities**

Infrastructure services related to water, wastewater and sewer

- ❖ **Environmental Health Services**

Solid waste management including garbage and recycling; partner with environmental groups to sustain our land and water; and public education

- ❖ **Land Use and Planning Services**

Long term development plans, zoning, building permits and inspections; and stewardship of land and water

- ❖ **Economic Development Services**

Business attraction and retention, infrastructure and development support, tourism, and local marketing

- ❖ **Recreation and Cultural Services**

Promote and support informal and formal recreation opportunities

- ❖ **Supporting Services**

Support to other important public services including police services, community centres, and various health/social services.



Vision Statement | What we are striving to create

Reynolds is a highly sought area to live, visit, work, and play because municipal leaders work with the community in a future forward manner to guide the responsible growth of local infrastructure, services, economy and environment.

Value Statements | Guiding principles for decisions and actions

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

PRIORITIES

Priorities reflect the important issues, opportunities, and key focus areas, that when addressed, will allow the organization to flourish. From 2021-2023, the Rural Municipality of Reynolds will strategically focus efforts around the following three priorities:

- 1** INFRASTRUCTURE
- 2** HUMAN RESOURCES
- 3** COMMUNITY ECONOMIC DEVELOPMENT

DESIRED OUTCOMES AND STRATEGIES

Desired outcomes (goals) and corresponding strategies (methods and key activities) have been documented for each of the priority areas as a result of the information gathered during the planning sessions. ***It is important to note that additional goals and strategies should be inserted into the Strategic Plan as they are identified.***

1

INFRASTRUCTURE

DESIRED OUTCOMES & COORESPONDING STRATEGIES

1. To improve and upgrade municipal infrastructure and equipment to enable quality service for our residents.

- 1.1. Complete Prawda Water Treatment Plant project to provide potable water in two years.
- 1.2. New Administration Building and Public Works Yard/Office exist by 2022.
- 1.3. New lagoon development is completed by March 2022 with capacity to cover current and future needs.
- 1.4. Purchase a new fire pumper truck in 2023.
- 1.5. Obtain crown land for future development.
- 1.6. Develop a flood mitigation strategy for Medika in conjunction with local farmers/landowners.
- 1.7. Continue to seek cost effective ways to improve Public Works service and maintenance in all areas of the municipality.
- 1.8. Seek various contractors to maintain local sections (5) to save time and travel expenses.
- 1.9. Continue to work resourcefully with other groups, municipalities, governments, etc. (i.e. MIT) to address infrastructure and equipment needs.

2

HUMAN RESOURCES

DESIRED OUTCOMES & COORESPONDING STRATEGIES

2. To continually seek ways to increase operational efficiency.

- 2.1. Maintain current human resource level.
- 2.2. Review and update management and human resource policies.
- 2.3. Develop clearly stated goals with corresponding work plans as a standard operational practice.
- 2.4. Continually seek ways to improve our processes and practices while ensuring quality/professional services are provided.
- 2.5. Make operational decisions with forward thinking – plan for today and the sustainable futures.

3. To increase knowledge and skills (capacity) within our staff and council members through continual learning.

- 3.1. Conduct an annual personal assessments and design learning/training plans for staff and council members.
- 3.2. Budget annually for training and skill development.

4. To continually enhance teamwork and communication.

- 4.1. Ensure various roles are clearly stated, outlined and understood by everyone in the organization.
- 4.2. Create a culture of respect, listening to one other, learning from each other, and working together for common purposes.
- 4.3. Develop and implement a code of conduct for both staff and council members.
 - Incorporate value statements
- 4.4. Develop methods to further enhance communication between staff and council members.

5. To increase community involvement in municipal operations.

- 5.1. Seek and promote community involvement in municipal affairs in areas where public input is needed or beneficial.
- 5.2. Promote opportunities for residents and groups to become involved in the community (i.e. services, events, etc.).

- Promote benefits of community engagement/volunteerism.
- Help groups promote volunteer needs and promote new ideas for the area (i.e. Fire Start Program).
- Develop a volunteer appreciation program.



3

COMMUNITY ECONOMIC DEVELOPMENT

DESIRED OUTCOMES & CORESPONDING STRATEGIES

6. To plan for responsible economic, social and environmental growth with partner organizations.

6.1. Attract more businesses to locate in the municipality.

- More seasonal businesses along Highway #1
- Niche markets and specialty shops (i.e. mushroom markets)
- Look into tax incentives for new business and residential development
- More employment opportunities
- Increased commercial and residential tax base

6.2. Develop a Local Tourism Strategy to explore ways to further enhance visitation and spending in the area.

- More designated trail areas
- More tourism and outdoor recreation opportunities exist and people are responsible for sustaining the environment





- 6.3. Continue to work with providers and neighboring communities to improve cell phone and internet service in the area.
- 6.4. Assess existing housing and housing needs. Develop a plan for addressing gaps.
- 6.5. Aim to reduce our carbon footprint by considering the environment in all future development and municipal decisions.
 - Partner with First Nations to create a better forest management system to sustain the boreal forest
- 6.6. Collaborate with local agencies to host more community events to bring people together (i.e. art tour).
- 6.7. Assist to make the new Food Bank a sustainable independent organization.
- 6.8. Empower community to initialize Fire Start Program in each forest area.

7. To better promote our municipality and all that it has to offer.

- 7.1. Promote local businesses through various methods to help increase their success.
- 7.2. Make better use of our Townfolio community profile to enhance our presence on the internet.
- 7.3. Promote tourism assets more.