



TOWN OF REIDVILLE

STRATEGIC ECONOMIC PLAN



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Mayor's Message



On behalf of the members of Council and staff, we are pleased to present to you the first ever Town of Reidville Strategic Economic Plan (SEP) as approved in principal by Council on March 12, 2007. This SEP sets out our vision and key directions for the next ten years and will both guide council and staff in our important decision making process.

In order to ensure the SEP reflected the views of our citizens, a Strategic Economic Planning Group was convened in October 2006. The views brought forward at this meeting have been identified into the goals as outlined in the SEP. The resulting SEP sets out our strategy for dealing with these views, as well as a number of other areas of interest to the community.

Now that this stage of the SEP is complete, we move into the most important phase - implementation. The town of Reidville is committed to moving forward with the initiatives identified in the SEP as soon as funds are available. Committees will be established and directed for specific goals which will then be implemented according to the responsibilities and time lines in this document. Committee results will be monitored and regular progress reports will be provided to Council and the public.

We are committed to ensuring that our SEP is effective and reflects the community's needs - now and in the future.

On behalf of my council and staff, please allow me to take this opportunity to thank everyone who provided input into this new SEP. All input helped create a SEP that is relevant to our residents today - and will be a useful tool in guiding us in the future.

Mayor Louie MacDonald

LM/kr

Acknowledgments

We want to recognize and thank the many people who, so generously volunteered their time and talents to developing this plan.

Council

Mayor	Louie MacDonald
Deputy Mayor	Helen Reid
Councillors	Mary Reid
	David Reid
	Stanley Pinksen

Staff

Town Clerk/Manager	Kimberly Reid
Clerk Assistant	Nina Welsh

Representatives of our Town

Members of Fire Department

Richard Paddock
Kerry Anstey
Bruce Curlew

Business Community

Ruth Story
Carl Reid
Wyatt Goosney
Clifford Reid
Guy Reid
Linda Rumbolt
Gerard Butler
Eric Reid

General Population

Laura Normore
Gerald Rumbolt
Geraldine Beaulieu
Irene Reid
Jimmy Nichols
John (Bud) MacDonald

*a representative from the Reidville Recreation Committee Inc. was unable to attend.

Facilitators

Doug Richardson	Humber Economic Development Officer HEDB
Stewart Read	Economic Development Officer Dept of Innovation, Trade & Rural Development

Executive Summary

The town of Reidville has undertaken the development of its first ever, Strategic Economic Development Plan (SEP). The purpose of the Plan is to develop a multi-faceted economic development strategy that builds on the area's strengths and will assist with facilitating future economic growth in our town.

The SEP is meant to provide - along with the implementation of an Economic Development Committee (EDC) - opportunities and benefits for our town as a whole - the business sector and the private sector. It contains a wide range of specific actions that will create employment, encourage growth and entice development in our town.

The success of our SEP depends on all of us to work as a unit. Participation from all members of our community will help our SEP of the future become reality. By establishing reasonable expectations and following through on implementation, important aspects of process will come to life. A significant commitment of time and resources are required to implement the SEP within the 10 year time period. With funding support and participation of key partners, it will be possible for the EDC to achieve results.

The SEP outlines strategic issues along with the goals, objectives and time lines to be undertaken. In accomplishing the goals, the EDC will be assisted by the town along with many partnerships with local organizations, municipalities, regional stakeholders, volunteers and government departments.

Introduction

In 2006, the town of Reidville recognized the need to have a town Strategic Economic Plan (SEP) in order for our town to grow. Since the late 1900s, the town of Reidville has grown and evolved to a thriving municipality with lots to offer, especially due to its close proximity to:

- ,
- Deer Lake
- ,
- Corner Brook
- ,
- Gros Morne National Park

Reidville's SEP is a living document that provides guidance and direction for all the town's plans, programs and services. The SEP will be implemented through annual priority setting process, the development of operational work programs and annual budget reviews.

A SEP Committee made up of Council and Community Stakeholders has led to this planning process, which is described in greater detail below.

The strategic plan is divided into different components including:

- ,
- Vision Statement***
A statement of the town's values and ideals
- ,
- Goals***
Qualitative statements that highlight the key issues raised during the strategic planning process and that add depth to the vision statement
- ,
- Objectives***
Measurable steps leading to the goals
- ,
- Actions***
Specific tasks with time frames and assigned responsibilities that must be undertaken in order to achieve the objectives. These are included following each goal.

Overview

Strategic economic planning is the process of determining the direction of the Town within the next few years. In a town and region as diversified as Reidville and area, strategic economic planning is a systematic way of involving many people in the discussions that will lead us forward.

Goal of the Process

The goal of this town's strategic economic planning process is to develop a council-based and stakeholder-based vision that will guide planning for the next ten years. The directions and priorities that emerge from round-table discussions and break-out sessions will guide plans and determine performance measures of our success.

The process involved several key steps:

- < Identifying the core goals and key stakeholders in each of these area
- < Using relevant data to look carefully at how well we are serving community residents
- < Envisioning strategic directions to guide the town.

Leadership and Involvement

The EDC leadership of the Town of Reidville has the responsibility for determining strategic economic directions and recommending a process and a plan to the Mayor and Council. However, in complex organizations, the strategic economic planning process is enhanced by the inclusion of a broader constituency, stakeholders and the community at large. The town's strategic economic planning process will include broad participation through in-person committee and sub-committee meetings and community forums. It will then be overseen by a steering committee that includes the EDC and additional key stakeholders, as determined by the EDC for the Town of Reidville. The chairperson of the EDC will lead the Town's strategic economic planning process.

Background Readings

In preparation for the first Steering Committee meeting, members reviewed a range of provocative background articles and reports to put their work in context. These documents:

- < Provided an overview of strategic economic planning and leadership;
- < Identified community and regional issues that might offer a valuable perspective
- < provided information about community issues and initiatives.

Planning Framework

The work of the SEP Steering Committee consists of five stages, roughly corresponding to two days of planning meetings in October 2006 and one in February, 2007.

- 1) *Review the Mission:* The first step in framing the work of planning was to consider the key reasons and objectives of our mission.

Reidville Strategic Economic Plan

- 2) *Setting the Foundation*: In a process that encourages small groups to record their responses, members of the Steering Committee engages in discussions based on these questions:

- < What are our Goals and Objectives?
- < How do we accomplish this task?
- < Who are our stakeholders?
- < What does the information available to us tell us about how well we are doing in meeting our community's needs?

The Steering Committee members then worked collaboratively to develop models for each of these areas and to present their models to the larger group.

- 3) *Building on the Foundation*: During the October, 2006 workshop, the Steering Committee and stakeholders engaged in discussion about core goals and objectives that have emerged from break-out sessions. After these sessions, information was brought back to the group as a whole for further consultation - the result? A wide range of ideas on how to reach goals in a timely fashion.
- 4) *Creating the Future*: The Steering Committee will develop a strategic (SEP) once Committee, Community and Council have discussed the desired directions. This will involve a comprehensive discussion about what the Town needs to do to realize its vision and will recommend performance measures for each of the directions of the new plan. Once the SEP itself is developed, the Mayor and Council of the Town of Reidville will review it for approval.
- 5) *Sharing the vision*: Once the SEP is approved, the directions it proposes will guide the Town of Reidville. The SEP will become a living document intended to guide the town on decision-making and the future!

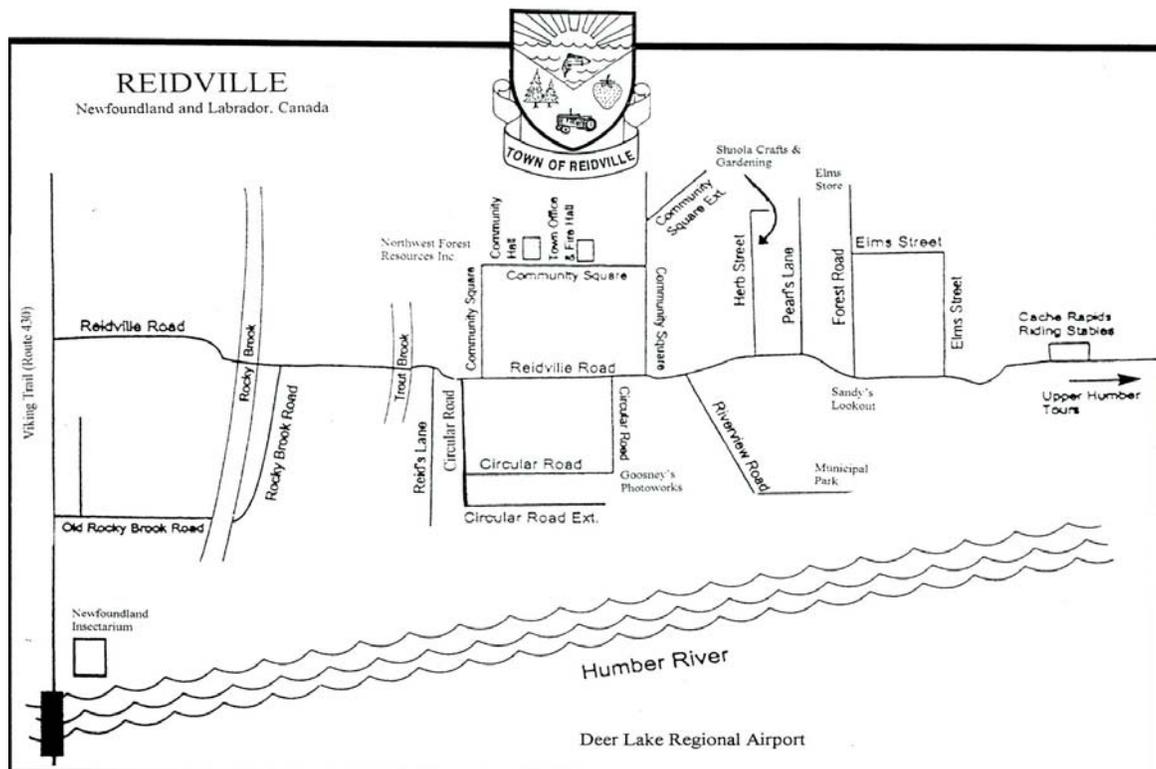
Reidville Strategic Economic Plan
About Reidville

The town of Reidville has existed as an incorporated town since 1975. With a population of 495, Reidville is located at the base of the beautiful Viking Trail and borders on the great Humber River. The town of Deer Lake, the city of Corner Brook, the Deer Lake Airport and the magnificent Gros Morne National Park are only moments from our door step - making Reidville an ideal location to visit and to reside.

Even though incorporation in our town took place in 1975, Reidville began quite some time before that. The first documented meeting of the town took place on February 22, 1969 - over 38 years ago. The actual first residents of the town moved in during August 1932. William (Thomas) Reid and wife, Mary-Ann (Major), moved to Reidville under the assistance of their son, Steadman. They brought with them, five of their younger children - and thus Reidville began.

From a time of no roads, no running water and no municipal infrastructure - Reidville now boasts 175 residences, over \$2 million in municipal infrastructure, running water, a Volunteer Fire Department, three municipal buildings and recreational facilities for softball, tennis and basketball.

A quiet town and convenient location, Reidville is a thriving town who is well on their way to success in this new era.

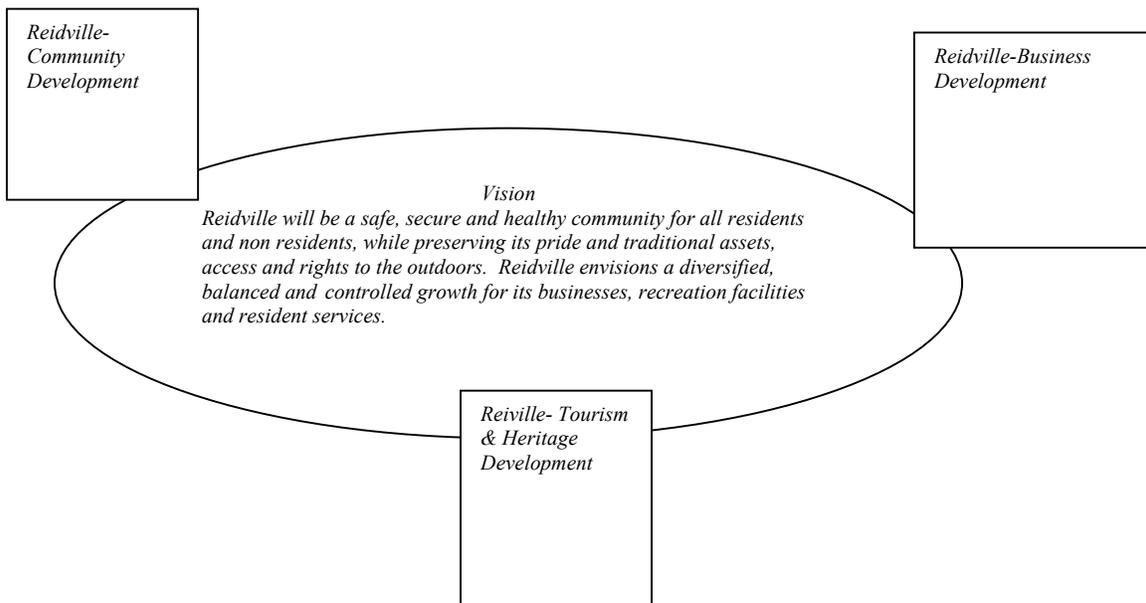


Strategic Plan

Vision: The vision for the Town of Reidville considers the comments and opinions expressed by community members during the consultative process. The vision is:

Reidville will be a safe, secure and healthy community for all residents and non residents, while preserving its pride and traditional assets, access and rights to the outdoors. Reidville envisions a diversified, balanced and controlled growth for its businesses, recreation facilities and resident services.

The specific issues raised throughout the strategic economic plan review process are addressed more directly in the goals. Goals are the foundational elements that the Town works towards achieving so that the vision is attained. They are discussed in more depth in the following section.



Goals & Objectives: In order to achieve the vision for Reidville, the issues raised during the consultative process have been placed into the following three goals:

- Goal # 1 Reidville-Community Development
- Goal #2 Reidville- Tourism & Heritage Development
- Goal #3 Reidville- Business Development

Goal # 1: Reidville- Community Development

The strategic planning workshop involved detailed consultation and discussion with its participants in respect to key quality life issues for the Town of Reidville. The issues identified as recorded in the Workshop Notes (Appendix A) refer to community services, infrastructure, and assets that were deemed key factors in attaining the Town of Reidville's vision.

Goal #1- Community Development will be achieved based on both the direction and completion of the following objectives and action items.

Objective #1: Develop a Municipal Plan

<i>Action Item #1:</i>	Determine funding sources
<i>Action Item #2:</i>	Consult residents
<i>Action Item #3:</i>	Compile data and prepare plan
<i>Action Item #4:</i>	Hold a public meeting to review
<i>Action Item #5:</i>	Revise and adapt the plan
<i>Action Item #6:</i>	Implement new Town Plan

Objective #2: Develop Recreational Amenities

<i>Action Item #1:</i>	Develop Master Plan
<i>Action Item #2:</i>	Develop walking trail system
<i>Action Item #3:</i>	Enhance beach area
<i>Action Item #4:</i>	Construct a boat launch
<i>Action Item #5:</i>	Develop a multi-purpose trail

Objective #3: Develop Communications Plan

<i>Action Item #1:</i>	Maintain website/newsletter
<i>Action Item #2:</i>	Develop Signage for walking trail, highway, and interpretative heritage
<i>Action Item #3:</i>	Design a brochure
<i>Action Item #4:</i>	Organize Come Home Year celebration

Reidville Strategic Economic Plan

Goal # 1: Reidville – Community Development			
Objective #1: Develop a Municipal Plan	Partners	Lead/Responsibilities	Timelines
<i>Action Item #1:</i> Determine funding sources	Council, Consultants & Dept. of Municipal Affairs	Council	6 months
<i>Action Item #2:</i> Consult residents	Council	Council- with use of newsletters, websites, meeting with consultant, advertise meeting	6-12 months
<i>Action Item #3:</i> Compile data and prepare plan	Council, Consultant	Consultants, Crown lands, applicable departments, residents	12-18 months
<i>Action Item #4:</i> Public Meeting to Review	Council, Consultants	Council, Consultant	18-24 months
<i>Action Item #5:</i> Revise and adapt plan	Council, Consultants & Residents	Council	24-30 months
<i>Action Item #6:</i> New plan in place: implement new town plan	Council	Council	30-36 months

Goal # 1: Reidville – Community Development			
Objective #2: Develop Recreational Amenities	Partners	Lead/Responsibilities	Timelines
<i>Action Item #1:</i> Develop Master Plan	Council, Consultants, INTRD, Service Canada, HEDB, Tourism Dept.	Council, Economic Development Committee	1 Year
<i>Action Item #2:</i> Develop Walking trail system	Council Consultants, INTRD, Service Canada, HEDB, Tourism Dept.	Council, Economic Development Committee	2 Years
<i>Action Item #3:</i> Enhance Beach area	Council, Consultant, INTRD, Service Canada, HEDB	Council, Economic Development Committee	5-7 years
<i>Action Item #4:</i> Construct a boat launch	Council, Consultant, INTRD, Service Canada, HEDB, DFO, Environment	Council, Economic Development Committee	7-8 years
<i>Action Item #5:</i> Develop a multi-purpose trail	Council, Consultant, INTRD, Service Canada, HEDB	Council, Economic Development Committee	8-10 years

Reidville Strategic Economic Plan

<i>Goal # 1: Reidville – Community Development</i>			
<i>Objective #3: Develop Communications Plan</i>	<i>Partners</i>	<i>Lead/Responsibilities</i>	<i>Timelines</i>
<i>Action Item #1: Maintain a website/newsletter</i>	Council, computer specialist	Council, computer specialist	ongoing
<i>Action Item #2: Develop signage (Walking trail/Highway/Interpretative heritage)</i>	Council, Consultants, INTRD, Service Canada, HEDB, Dept. of Transportation & Works	Council, Economic Development Committee	2-10 years
<i>Action Item #3: Design a brochure</i>	Council, Dept. of Tourism	Council, Economic Development Committee	6-12 months
<i>Action Item #4: Organize Come Year Celebration</i>	Council/Service Club/Committees	Council, Economic Development Committee	3.5 years (2010)

Goal # 2: Reidville- Tourism & Heritage Development

The Town of Reidville is strategically located at the base of the beautiful Viking Trail and within 30 minutes drive to the magnificent Gros Morne National Park. Reidville borders a world class Salmon River - Humber River which includes an Environmental Protection Zone for wildlife adjacent to the Municipality.

Given Reidville's location as a rural community in close proximity to the Deer Lake –Corner Brook corridor of population, the Town is poised to offer unique Tourism and Heritage opportunities. The strategic economic plan workshop focused on two main objectives that would facilitate Tourism and Heritage developments for the Town of Reidville.

Objective #1: Develop Community Market

- Action Item #1:* Apply to Crown for land (Reidville Road)
- Action Item #2:* Research other community market sites in regards to structures needed
- Action Item #3:* Develop proposal for funding (plans for structure/site plan, costs)
- Action Item #4:* Construction of Buildings (Concept re: water/electricity, bathroom facilities)
- Action Item #5:* Marketing of Community Market

Objective #2: Develop Heritage Committee

- Action Item #1:* Call a meeting for people interested in town heritage to form committee (advertise in town newsletter / website)
- Action Item #2:* Complete an inventory of town's heritage assets: interview residents on tape
- Action Item #3:* Develop Municipal Heritage site
- Action Item #4:* Development of Heritage by-laws
- Action Item #5:* Develop a tour of the heritage site
- Action Item #6:* Develop Marketing Plan

Reidville Strategic Economic Plan

Goal # 2: Reidville – Tourism & Heritage Development			
Objective #1: Develop Community Market	Partners	Lead/Responsibilities	Timelines
<i>Action Item #1:</i> Apply to Crown Land (Reidville Road)	Council, Environment & Land/Farmers/Residents	Council	1 Year
<i>Action Item #2:</i> Research other Community Market sites in regards to structures needed.	Council/Residents	Council	1 Year
<i>Action Item #3:</i> Develop proposal for funding (plans for structure/site plan, costs etc..)	Council, ACOA, INTRD, Service Canada, HEDB	Council	1 Year
<i>Action Item #4:</i> Construction of Buildings	Council, INTRD, Service Canada,	Council	1 Year
<i>Action Item #5:</i> Marketing of Community Market	Community Market Committee	Community Market Committee/ contacting potential people to sell at the market	1 Year

Goal # 2: Reidville – Tourism & Heritage Development			
Objective #2: Develop Heritage Committee	Partners	Lead/Responsibilities	Timelines
<i>Action Item #1:</i> Call a meeting for people interested in town heritage to form a committee (advertise in town newsletter/website)	Council, Residents	Council	2 months
<i>Action Item #2:</i> Do inventory on town's heritage assets: interview residents on tape	Heritage NL/Heritage Committee/Conservation Corps	Heritage Committee	1+ Years
<i>Action Item #3:</i> Develop Municipal Heritage site	Council, INTRD, Service Canada,	Council, Heritage Committee	2 years
<i>Action Item #4:</i> Development of heritage bylaws	Council, Residents	Council, Heritage Committee	1+ years
<i>Action Item #5:</i> Develop a tour of heritage site	Council	Council, Heritage Committee	1+ years
<i>Action Item #6:</i> Develop a Marketing Plan	Council	Council, Heritage Committee	1+ years

Goal # 3: Reidville- Business Development

The strategic economic planning workshop identified the importance of business development for its community and recognized the need to plan and implement activities that would foster business growth and expansion.

The following objectives capture by priority, business development initiatives identified in the SEP process. SEP participants agreed that there are four main objectives that Reidville should focus on to attract business investment from new and existing businesses. These objectives set out to establish Reidville as a key municipality in the Humber Valley while maintaining its roots in Agriculture and service based enterprises.

Objective #1: Attract Business Investment

- Action Item #1:* Determine assets and positive elements of Reidville
- Action Item #2:* Create a promotion and attraction list to sell Reidville
- Action Item #3:* Create brochures, investment package, and market on town's webpage
- Action Item #4:* Develop a Sign Board Concept Plan and determine location, regulations, size, design and content
- Action Item #5:* Determine funding sources
- Action Item #6:* Complete and implement business application / proposal

Objective #2: Farmers Market and Boat Launch

- Action Item #1:* Amend Environmental Protection Zone to allow for business development prior to boat launch facility
- Action Item #2:* Boat launch site selection
- Action Item #3:* Develop criteria
- Action Item #4:* Consult with residents
- Action Item #5:* Call for tenders and expressions of interest

Objective #3: Develop a Business Co-op or Association

- Action Item #1:* Determine organization type (consignment, rental, and operations of market)
- Action Item #2:* Determine Business Market Factors (layout, design, capacity requirements)

Reidville Strategic Economic Plan

Objective #4: Develop Business Park

- Action Item #1:* Identify / determine Land Base
- Action Item #2:* Determine Development Plan Guidelines (layout, type of Businesses etc)
- Action Item #3:* Complete Terms of Reference for Development Plan
- Action Item #4:* Identify funding for Development Plan
- Action Item #5:* Complete Development Plan and Marketing Strategy
- Action Item #6:* Implement Business Park Development Plan

Goal # 3: Reidville – Business Development			
Objective #1: Attract Business Investment	Partners	Lead/Responsibilities	Timelines
<i>Action Item #1:</i> Determine assets and positive elements of Reidville	Community groups	Council, Business Development Committee	2 months
<i>Action Item #2:</i> Create a promotion and attraction list to sell Reidville	Community groups	Council, BDC	2 months
<i>Action Item #3:</i> Create brochure, investment package, and market on town’s webpage		Council, BDC	3 years
<i>Action Item #4:</i> Develop a sign board concept plan and determine location, regulations, size, design and content	Consult other communities	Council, Consultant/Graphic designer, BDC	6 months
<i>Action Item #5:</i> Determine funding sources		Council, BDC	6 months
<i>Action Item #6:</i> Complete and implement business application/proposal		Council, BDC	6 months

Reidville Strategic Economic Plan

Goal # 3: Reidville – Business Development			
Objective #2: Farmers Market and Boat Launch	Partners	Lead/Responsibilities	Timelines
<i>Action Item #1:</i> Amend Environmental Protection Zone to allow for business development prior to boat launch facility	Federal and Provincial governments	Council, BDC	6-12 months
<i>Action Item #2:</i> boat launch site selection		Council, BDC	12 months
<i>Action Item #3:</i> Develop criteria		Council, BDC	
<i>Action Item #4:</i> Consult with residents			
<i>Action Item #5:</i> Call for tenders and expressions of interest			

Goal # 3: Reidville – Business Development			
Objective #3: Develop a Business Co-op or Association	Partners	Lead/Responsibilities	Timelines
<i>Action Item #1:</i> Determine organization type	Consult other Farmers Markets, HEDB to assist in information provision	Council, Business Development Committee	6 months
<i>Action Item #2:</i> Determine business market factors	HEDB, Reidville businesses, community groups	Council, BDC	6-12 months

Goal # 3: Reidville – Business Development			
Objective #4: Develop Business Park	Partners	Lead/Responsibilities	Timelines
<i>Action Item #1:</i> Identify/determine land base	Crown lands, private land owners	Business Development Committee	6 months
<i>Action Item #2:</i> Determine Development Plan Guidelines	Other Municipal Councils and Business Parks	Council, BDC	12 months
<i>Action Item #3:</i> Complete a Terms of Reference for Development Plan		Council, BDC, HEDB, INTRD	12-18 months
<i>Action Item #4:</i> Identify funding for development plan		Council, BDC	12-18 months
<i>Action Item #5:</i> Complete Development Plan and Market Strategy		Consultant and/or Engineering company	12-18 months
<i>Action Item #6:</i> Implement Business Park Development Plan		Council, BDC	18-24 months

Implementation

Process: To ensure that the SEP is used as a significant document in the Town Council's decision making, a clear implementation process must be in put place. The following process is proposed:

- ❖ Adopting of the SEP by the Town Council
- ❖ Developing operational work plans to support implementation of the SEP.
- ❖ Encouraging government and other agencies to take action to assist in the development of certain initiatives and goals identified in the SEP.
- ❖ Assisting sub agencies and other groups to implement various components of the SEP.
- ❖ Establishing and providing assistance to sub-committees and working groups in their efforts to development and implement the SEP.
- ❖ Monitoring the implementation of the SEP.
- ❖ Making revisions to the SEP as necessary to reflect environmental or other changes affecting the implementation schedule for the SEP.

Human Resources: In order for the implementation of the SEP to proceed efficiently and effectively, it will be essential for the Town Council to ensure a dedicated EDC oversee and monitor the implementation of the SEP. The EDC will be charged with monitoring all of the action steps to determine progress and to recommend changes/modifications to actions and time frames as required. The EDC will report to the Town Council.

Evaluation and Review: The first level of responsibility for monitoring the implementation of the SEP will rest with the EDC. The chair of the EDC will be responsible for ensuring that all components of the plan proceed on schedule and for keeping the Council abreast of any environmental changes that may affect the SEP.

On an annual basis the chair of the EDC will provide the Council with a brief written report outlining which projects have been completed during the preceding quarter and which projects have not been completed on schedule. The Chairperson of each of the subcommittees will prepare with assistance from staff, a formalized report to the Council on an annual basis.

Glossary

ACOA:	Atlantic Canada Opportunities Agency
DB:	Department of Business
DITRD:	Department of Innovation, Trade & Rural Development
DLCC:	Deer Lake Chamber of Commerce
DLRAA:	Deer Lake Regional Airport Authority Inc.
DTCR:	Department of Tourism, Culture & Recreation
DTW:	Department of Transportation and Works
EDC:	Economic Development Committee
FINLAY:	Futures in Newfoundland and Labrador Youth
HEA:	Humber Education Alliance
HEDB:	Humber Economic Development Board
HV Net:	Humber Valley Net Incorporated
IA:	Industry Associations
NPO:	Non Profit Organizations
PS:	Private Sector
RTC:	Reidville Town Council
SEP:	Strategic Economic Plan
SG:	Senior Groups
WH:	Western Health
YG:	Youth Groups

*Appendix A:
Reidville SEP Workshop Notes*

**Town of Reidville
Strategic Planning Session
October 20-21, 2006
Workshop Notes**

A strategic planning workshop was held for the Town of Reidville on Friday, October 20th, and Saturday, October 21st, 2006 at the Reidville Community Hall

In Attendance:

Doug Richardson
Richard Paddock
Ruth Story
Kerry Anstey
Bruce Curlew
Carl Reid
Wyatt Goosney
Cliff Reid
Louie MacDonald

David Reid
Mary Reid
Laura Normore
Gerald Rumbolt
Helen Reid
Kimberly Reid
Gerard Beaulieu
Irene Reid
Nina Welsh

Guy Reid
Stewart Read
Linda Rumbolt
Gerard Butler
Jimmy Nichols
Bud MacDonald
Eric Reid

Facilitators: Stewart Read, Department of Innovation, Trade & Rural Development
Doug Richardson, Humber Economic Development Board

Stewart and Doug welcomed everyone to the training session and explained that the workshop was sponsored by the Department of Innovation, Trade and Rural Development through funding from the Community Capacity Building Workshop Project.

Stewart and Doug asked everyone to introduce themselves and think of a word that came to their minds when they heard the words; Strategic Planning. The following words were identified.

Strategic Planning - Workshop Results

- ❖ Future
- ❖ water line
- ❖ Money
- ❖ development
- ❖ Business
- ❖ labour
- ❖ Recreation
- ❖ growth
- ❖ Historic
- ❖ children

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- ❖ Pavement
- ❖ tourism
- ❖ Future planning
- ❖ marketing
- ❖ Vision
- ❖ community strength
- ❖ Sewer
- ❖ listening
- ❖ Long term planning
- ❖ employment
- ❖ Longevity for community
- ❖ moving ahead
- ❖ Retirement
- ❖ focus

Stewart and Doug indicated that all of these words described strategic planning and the one word that stands out from his experience in developing community plans is **Focus**. Community groups with limited resources need to focus their energy and efforts into sectors that will have the greatest long term results for their communities.

Stewart and Doug reviewed the **workshop objectives**:

1. To review what strategic planning is
2. To review Strategic Planning Best Practices
3. To identify a SWOT analysis for the Town of Reidville
S= Strengths , W= Weaknesses { Challenges}, O= Opportunities, T= Threats
4. To review the strategic planning process and create a vision
5. To identify development sectors
6. To identify and prioritize sector initiatives
7. Develop an Action Plan

The participants identified the following **ground rules** for the workshop:

1. Be open to all ideas
2. Cooperation
3. Stay focused on the topic
4. Stay within and on time
5. Create different things
6. Give everyone a chance to voice their opinion
7. Have Fun

Stewart and Doug indicated that it was everyone's responsibility to enforce the ground rules.

Group Exercises

Stewart and Doug asked the participants to complete a group exercise by discussing the following questions.

1. Visioning Exercise

The answers brought forward from the groups were:

1A. What from the community's past do you want to carry into the future?

- respect for community residents, for others and their property
- salmon fishing
- trust in the members of the community
- farming
- rural atmosphere
- past memories/history
- family roots
- safe place to raise kids
- access to outdoor recreation
- friendly atmosphere
- closeness
- traditional access
- legal access/controlled by historic rights
- access to river, lake is important, back country

- open access

1B. *What values are important to people living in your community?*

- freedom (relaxed lifestyle)
- green space (preservation)
- harmony (getting along)
- pride and ownership (community sharing e.g. successes)
- volunteering
- safety (maintain a safety committee)
- our pioneer history
- controlled growth to preserve Newfoundland culture
- family and friends
- healthy lifestyle

1C. *Describe the quality of life in your community in 2015.*

- sidewalks
- sewer
- paving
- trails (walking, ATV and multi use)
- retain rights to our outdoor access
- heritage house
- centre for youth
- debt free
- farmers market
- detailed town plan
- keep on Humber River (by committee) wildlife
- tax control
- business orientation (industrial park)
- farming development
- green space
- marina development/tourist chalet
- composting
- garbage disposal
- salmon lookout/viewing
- more business
- seniors home
- emergency plan
- another access

2A. *Who should take the lead?*

2B. *Who should be involved in SEP development and implementation ?*

2C. What is the best structure to proceed ?

The group compiled the following ideas.

2A. Who Should take the Lead?

- It was agreed that the town council should take the lead

2B. Who Should be Involved ?

- community members
- provincial government
- MHA/MP
- RCMP
- HEDB
- Volunteer groups
- business community

2C. What is the Best Structure to Proceed?

- It was agreed that a committee structure would be the best approach to proceeding with the plan

Strategic Planning is about answering four question

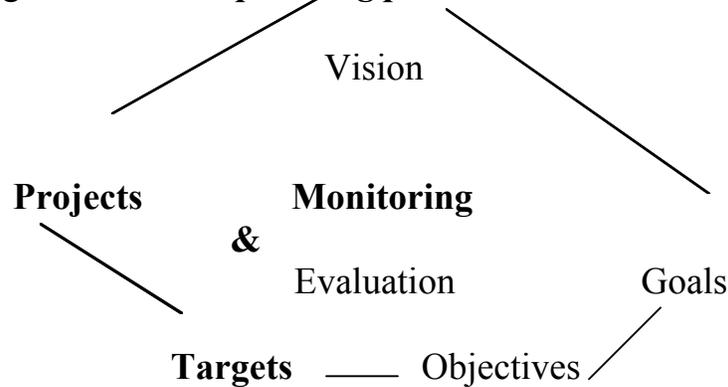
Where are you ?

Where are you going ?

Where should you be going ?

How do you get there ?

Stewart and Doug reviewed the **planning process**:



Vision

Why Have A Vision ?

- Vision without action is a merely a dream.
- Action without vision merely passes time.
- Vision with action can change the world .

~ Baxter

Stewart and Doug explained that a ***Vision Statement*** was to be short and understandable by all the community. As well, it was the guiding light for the action items in the strategic plan.

Stewart and Doug asked each person to think of the words from the visioning exercise above that would represent what they would like to see the Town of Reidville be like in 10-15 years time. From the above words, Stewart and Doug asked participants to think about developing a draft vision statement .

Draft Vision Statement:

Reidville will be a safe, secure and healthy community for all residents and non residents, while preserving its pride and traditional assets, access and rights to the outdoors. Reidville envisions a diversified, balanced and controlled growth for its businesses, recreation facilities and resident services.

Stewart and Doug explained the next step in the planning process was the *SWOT Analysis*.

3. Group exercise occurred to complete a SWOT analysis and the results are as follows:

Strengths

- people/lifestyle
- community spirit (tidy towns)
- location
- volunteers
- Humber River

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- land base
- resources
- high speed internet access
- water system (clear/good to drink)
- good municipal council relationship
- fire services
- EMO
- MP/MHA
- website of Reidville (award)
- good financial strength
- strong town council
- recycling
- national attractions (insectarium)

Weaknesses:

- youth out migration
- no sewer infrastructure
- no pavement on by-roads
- no emergency exit
- lack of business (jobs), *can be an opportunity*
- hospital accessibility (distance)
- No school (K-4)
- limited recreation (travel), *can be an opportunity*
- unsafe walking space, *can be an opportunity*
- snow removal on secondary roads (limited access)
- no churches

Opportunities

- more utilization of the Humber River and outlying recreation and business area (e.g. tourism, residential development, golf course, airport)
- promote residential development (place to be in 2015)
- promote walking trails, connect with other destinations, link with other walking trails
- develop our land mass (business) e.g. hayfield, sod farm, Christmas Tree farm
- Bed & Breakfast (destination tourism base point)
- outdoor recreation (e.g. family outdoor vacations, skiing, snowshoeing, back country skiing)
- make our community a destination and base point
- Gerard's RV Park is an opportunity for us to promote our outdoor recreation and also the Insectarium, Gros Morne National Park.
- development of cabins (accommodations)
- protect or bird sanctuary which will enhance our town's profile (marketing)

- health care is key (more resources for education and prevention, regular sessions based in the community)
- tire recycling
- tourism (heritage home, tea house service)
- business opportunities (boating, kayaking and canoeing)
- walking trails
- marina development (controlled) non motorized and protect bird sanctuary
- communication
- marketing
- environmental opportunity/tourism- wildlife reserve area

Threats:

- environmental stress (development in environmentally protected areas and waterfront)
- outside investors (e.g. Humber River Development)
- aging population (e.g. out migration)
- waste management (e.g. new government proposals)
- freedom (e.g. ATV regulations, lifestyle, traffic/speed)
- growth at the risk of expanding too fast
- outdated town plan
- lack of outdoor infrastructure
- loss of identity
- no emergency exit/plan (in forest fire/flood situation)
- lack of human resources due to an aging population
- aging infrastructure (e.g. Rocky Brook Bridge, roads, water line in the ground since the early 70's)
- increased activity at Deer Lake Airport (may increase traffic accidents, noise pollution)

4. *Participants were asked to identify sectors that could be developed in the area. As well, the group identified the criteria for prioritizing the sectors:*

Then following criteria for prioritizing the development sectors was identified:

Criteria for Prioritizing Sectors:

1. Capital costs
2. Human resources (jobs created, volunteers)
3. Environmentally friendly
4. Economic growth pace
5. Feasibility of sector development

6. Operational costs/maintenance
7. Recreation
8. Tax base

Based on the above criteria, the following sectors for development were identified:

1. Community Development (consisting of land base, municipal plan and infrastructure)
2. Tourism and Heritage Development
3. Business Development

A discussion occurred on the objectives that can help the community further the development of the sectors identified.

Objectives

Community Development

- develop a municipal plan
- recreation (motorized vehicle trail, multi use)
- sewer
- paving
- infrastructure upgrades (old water lines, council office, fire hall)
- walking trails (to promote healthy activity)
- improved launch facility
- enhanced beach areas (access to town beach, Rocky Brook)
- identify emergency access
- land base plan
- community/marketing initiatives
- networking
- waste management

Business Development (by 2015)

- 15 rooms (\$225,000)
- 10 cabins (\$400,000)
- farmers market (local crafts and produce)
- industrial park (land reserve)
- boat launch, rental facility, Humber River

Tourism & Heritage Development

- walking trail (committee, develop plan, feasibility cost, time frame)
- heritage committee (select sites, do a feasibility study)
- place of recreation (recreation committee)

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- river development committee (boat launch, parking, environmental assessment, cost analysis, fundraising)
- farmers market/chalet
- entrance to Reidville Road (study, costs and plan)

The participants were divided into three groups by sector and provided the strategic planning tools to commence the planning process for developing their action plan for each of the priority items in each sector. Stewart and Doug agreed to input the data into a strategic planning template and add it to the workshop notes.

Group 1

Goal: Community Development

Objective: Municipal Plan

<i>Task/Target to be Completed</i>	<i>Who?/Time Frame</i>	<i>Resources</i>	<i>Monitoring</i>
determine funding sources	Council	consultants and Department of Municipal Affairs	6 months
consult residents	Council	newsletters, websites, meetings with consultant, advertise meetings	6-12 months
compile data and prepare plan	Consultant	consultants, Crown Lands and applicable departments, residents	12-18 months
public meeting to review plan	Council and consultants	newsletters, websites, meetings with consultant, advertise meetings	18-24 months
revise and adapt plan	council, consultants and residents		24-30 months
new plan in place, implement new town plan	Council		30-36 months

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Group 2

Goal: Tourism & Heritage Development

Objective: Walking Trail

<i>Task/Target to be Completed</i>	<i>Who?/Time Frame</i>	<i>Resources</i>	<i>Monitoring</i>
trail plan	recreational consultant/2 months	government	trail planning committee
feasibility costs	accountant/6 weeks	government	trail planning committee
environmental study	Department of Environment - 6 months		
public meeting to review plan	Council and consultants	newsletters, websites, meetings with consultant, advertise meetings	18-24 months
revise and adapt plan	council, consultants and residents		24-30 months
new plan in place, implement new town plan	Council		30-36 months

Group 3

Goal: Business Development

Objective: Farmers Market & Boat Launch

<i>Task/Target to be Completed</i>	<i>Who?/Time Frame</i>	<i>Resources</i>	<i>Monitoring</i>
farmers market site selection	town council and development committee/1 year	land base, access, parking	two months
boat launch site selection	town council and development committee/1 year	government	trail planning committee
develop criteria	town council and development committee/same year	access to previous study and development, provincial and federal regulations	
consult with residents			
call for tenders and expression of interests			

Where do we go from here?

- Prepare workshop notes - November 2006
- forward notes to council- November 2006

Reidville Strategic Economic Plan

- Council appoints committee
- Council/EDC complete draft SEP- 2 months
- Community meeting
- Council adopts SEP
- Implementation of SEP initiatives

Parking Lot Issues

- fire department donations (stickers to identify children's and senior's rooms)
- keeping town tidy
- tax rates, mill rates and appraisals

Stewart and Doug thanked everyone for coming out to the session.

