

North Valley Inter-Municipal Organization (NVIMO)

Community Action Plan



For participating communities of:

*Rural Municipality of Lipton No. 217;
Rural Municipality of Cupar No. 218;
The Rural Municipality of McKillop No. 220;
Rural Municipality of Kellross No. 247;
Rural Municipality of Touchwood No. 248;
Town of Southey;
Town of Cupar;
Village of Markinch
and
Village of Lipton*

Facilitated by Municipal Capacity Development Program

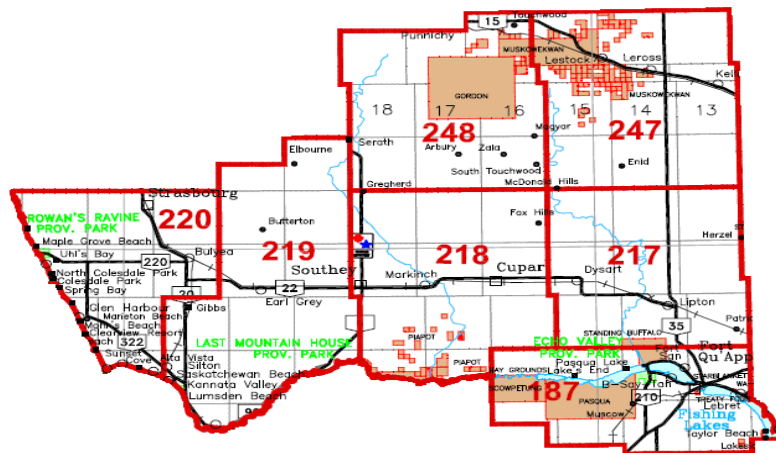


CONTENTS

| | |
|---|----|
| About The North Valley Inter-Municipal Organization | 3 |
| About the Municipal Capacity Development Program..... | 3 |
| Establishing Partnerships | 4 |
| Introduction to Community Action Planning: Purpose & Process..... | 5 |
| Part I – Defining the focus | 6 |
| Vision Statement | 6 |
| Mission Statement..... | 7 |
| Value Statements..... | 8 |
| Part II – Assessing The Situation | 9 |
| Regional Assets & Attributes | 9 |
| The Global Conversation | 10 |
| Challenges and Opportunities | 11 |
| Priorities | 12 |
| Part III – planning the actions | 13 |
| Goals & Objectives | 13 |
| Goals & Objectives cont’d | 14 |
| Goals & Objectives Cont’d | 15 |
| Goals & Objectives cont’d | 16 |
| Action plan worksheets..... | 16 |
| Project Arcitechture | 34 |
| Next Steps | 35 |
| APPENDIX A – Municipal Participation..... | 36 |
| APPENDIX B – Group Discussion Notes | 40 |

ABOUT THE NORTH VALLEY INTER-MUNICIPAL ORGANIZATION

The North Valley Inter-Municipal Organization was established in June 2011 with the desire to co-operate on regional wide initiatives to enhance local capacity, sustainable development and economic opportunities. It is comprised of rural and small urban municipalities north of the Qu'Appelle Valley in Southern Saskatchewan with common transportation corridors of Highways 6, 22, and 35.



ABOUT THE MUNICIPAL CAPACITY DEVELOPMENT PROGRAM

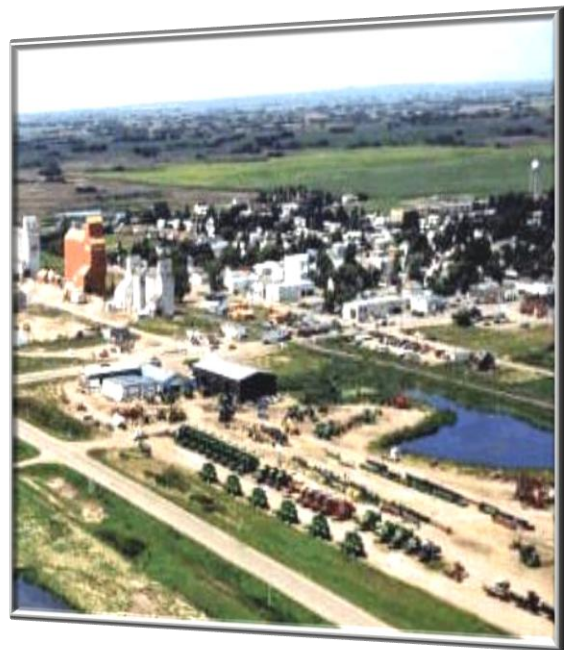
The Municipal Capacity Development Program (MCDP) was formally launched in November 2006. Its roots are based on the outcomes of the Clearing the Path Initiative and developed as a partnership between SARM, SUMA, New North and Municipal Affairs. The MCDP was created with the goal of promoting growth, cooperation, and community development through inter-municipal partnerships. The primary purpose of the program is to assist municipalities in building local capacity for sustainability through facilitation, training, education, and research.

ESTABLISHING PARTNERSHIPS

The RM of Cupar contacted the Municipal Capacity Development Program in January 2011 for assistance in developing more formal partnerships with neighbouring municipalities. In March 2011, MCDP provided an introductory presentation of available services to the Town and RM of Cupar #218, the RM of Touchwood #248, the RM of Lipton #217, and the RM of North Qu'Appelle. The attending communities expressed an interest in developing a Memorandum of Understanding agreement and embarking on a Community Action Planning Process, inviting additional neighbouring communities to the table. The group would like to see their partnership extended to additional neighbouring municipalities.



www.townofcupar.com



www.southey.ca

INTRODUCTION TO COMMUNITY ACTION PLANNING: PURPOSE & PROCESS

“Community Action Planning is the process by which the guiding members of an organization look to its future and develop procedures and operations necessary to achieve that future.”

Action Planning works to develop long term sustainability rather than reacting to short term fluctuations. The purpose of the Community Action Plan is to:

Part I

- Provide an opportunity for open dialogue and shared experiences from all participants.
- Discuss sustainable planning and its benefits.
- Create a cohesive vision for the future of the communities in the area.

Part II

- Discuss global, national and provincial events effecting the local environment
- Identify commonalities, shared issues, needs, goals and priorities.

Part III

- Create action oriented strategies that align with the mission of the organization and the communities involved to turn challenges into opportunities.
- Provide tools and processes to support each other in planning for the area.

Part IV

- Evaluate the progress and success achieved as well as adapt the process for future actions.

The Community Action Plan sessions will provide you with:

- A Shared Understanding
- A Strategic Planning Document for your Region
- Action Plans to Address Priorities
- Means to Monitor Progress
- MCDP Commitment to be a resource for completing goals

PART I – DEFINING THE FOCUS

Part I of this Community Action Plan allowed NVIMO to contemplate its future and decide what it will look like. This section aims to define what NVIMO envisions for the group; their mission to be accomplished; and the values that will guide NVIMO within its own group and its relationship to others.

VISION STATEMENT

A vision statement is a written expression that guides the direction of the organization. The vision answers the question: what will the North Valley Inter-Municipal Organization and its region look like in 5-10 years? A vision statement provides a “big picture” view, a future ideal to strive for and explains what your organization looks like when operating at its most effective level.

North Valley Inter-Municipal Organization Vision Statement:

“We are an organized group of rural and urban municipalities working together for a safe, prosperous, and thriving region. We co-operate on common issues and inspire optimism through community engagement, fostering new opportunities in our region”



MISSION STATEMENT

The strategic mission describes what the organization does (*means* – its programs and services), why it does those things (*ends* – the purpose of providing those programs and services) and for whom they are done. The goal of a good mission statement is to offer a clear understanding of NVIMO and the programs and services that it provides. Mission Statements answer the following questions:

- “What are you doing?”
- “Why are you doing it?”
- “For whom are you doing it?”

North Valley Inter-Municipal Organization Mission Statement:

“The North Valley Inter-Municipal Organization is engaged in group initiatives for improving local services and opportunities. We do this through cost sharing and capacity building strategies in order to build regional efficiencies for the benefit of our collective residents.”



www.townofcupar.com

VALUE STATEMENTS

Value statements answer the question: “*How do we carry out our mission?*” Values are what the group lives, breathes and reflects in all its activities. They are the fundamental principles that the group embodies or the golden rules of how they will treat each other, work together and act as a group.

North Valley Inter-Municipal Organization Values:

1. We demonstrate *mutual respect* through *open and honest communication*.
2. We practice *fairness* in building efficiencies and facilitating the growth of our individual communities.
3. We *listen* well to each others’ concerns in order to develop a *shared understanding* and to find solutions.



PART II – ASSESSING THE SITUATION

Once an organization has a vision of their future, they need to return to the starting line and figure out the path to that vision by understanding where they are starting from. What current regional assets and attributes are valuable in achieving future success? What is happening in the world around that may have effects for the region in the future? What challenges can be turned into opportunities and which are the most important to address first?

REGIONAL ASSETS & ATTRIBUTES

The first step to sustainable planning is to understand and compile a list of assets and attributes in a community/region. As a whole, the group provided a list of assets and attributes within the NVIMO region that they would like to remain over the next 20 years and consider valuable to the planning process.

- *Located in scenic area, north of the Qu'Appelle Valley and east of Last Mountain Lake*
- *Paved streets, well treed and established neighbourhoods*
- *Quiet community living*
- *Safe places to grow a family*
- *Low cost of living*
- *Opportunities for economic development, business investment and tourism*
- *Room to grow*
- *Proximity to larger centres and recreational destinations*
- *Community recreational programs such as curling, hockey, and swimming.*
- *Integrated care centre*

THE GLOBAL CONVERSATION

A “global conversation” identifies world issues, current national and provincial developments with the potential to affect life in the region. The discussion also generated some ideas on opportunities for further relationship building and local development.

- *Political instability in Middle Eastern countries resulting in increase in oil exploration in Saskatchewan*
- *Extreme weather and natural disasters globally*
- *Business consolidation in global and North American markets, major companies merging due to economic flux*
- *Free Trade negotiations with Europe could certainly affect provincial export of provincial food and resource exports*
- *Earthquakes and Nuclear Disaster in Japan*
- *Global population increase with projections of another 30% increase by 2050 creating greater demands on natural resources and food production*
- *Canada exports dropping*
- *Food prices, energy costs, and general costs of living are increasing*
- *Aging infrastructure and highways*
- *Flooding in Saskatchewan and Manitoba*
- *First Nations populations purchasing RM land for residential use resulting in less tax base to provide municipal services and maintenance*
- *Local highways in poor condition due to excess heavy trucking that is not monitored and limited funds for maintenance and repair*
- *Larger chain stores are buying up small urban stores (i.e. RONA) which eventually creates a healthy demand for local, independent competitors*
- *Many Local residents do their shopping in larger centres taking away valuable business to local shops*

CHALLENGES AND OPPORTUNITIES

During the first inter-municipal cooperation meeting held with MCDP in March 2011, the NVIMO listed the following challenges and opportunities they are striving to address as a region:

- *Potential potash, oil and gas development in the area*
- *Corporate farming and handling system in area offer increased employment*
- *Potential to establish road maintenance agreements*
- *Rural pipeline development to enhance water quality*
- *Potential for the creating a Regional Services Agency for bulk purchasing, shared administrative and other professionals such as building inspectors, bylaw enforcement, and planning staff*
- *Potential for Regional Land Use Planning to capitalize on available lands, establish consistency in subdivision and development, and organized regional efforts to expand and grow.*
- *Potential to invite First Nations to the table as there are several land reservations in the area*
- *Potential to involve local community organizations such as the Cupar Board of Trade and others*
- *Opportunities for tourism*

PRIORITIES

Prioritization of the issues and opportunities is the final step of narrowing the focus for NVIMO to create action items that will move them toward their vision. The Committee combined the list of issues and opportunities into six priorities areas:

- Priority #1 - ***Regional Cooperation***
- Priority #2 - ***Land Use Planning & Economic Development***
- Priority #3 - ***Road Infrastructure & Traffic Control***
- Priority #4 - ***Shared Municipal Equipment and Human Resources***
- Priority #5 - ***Housing***
- Priority #6 - ***Health Care***

PART III – PLANNING THE ACTIONS

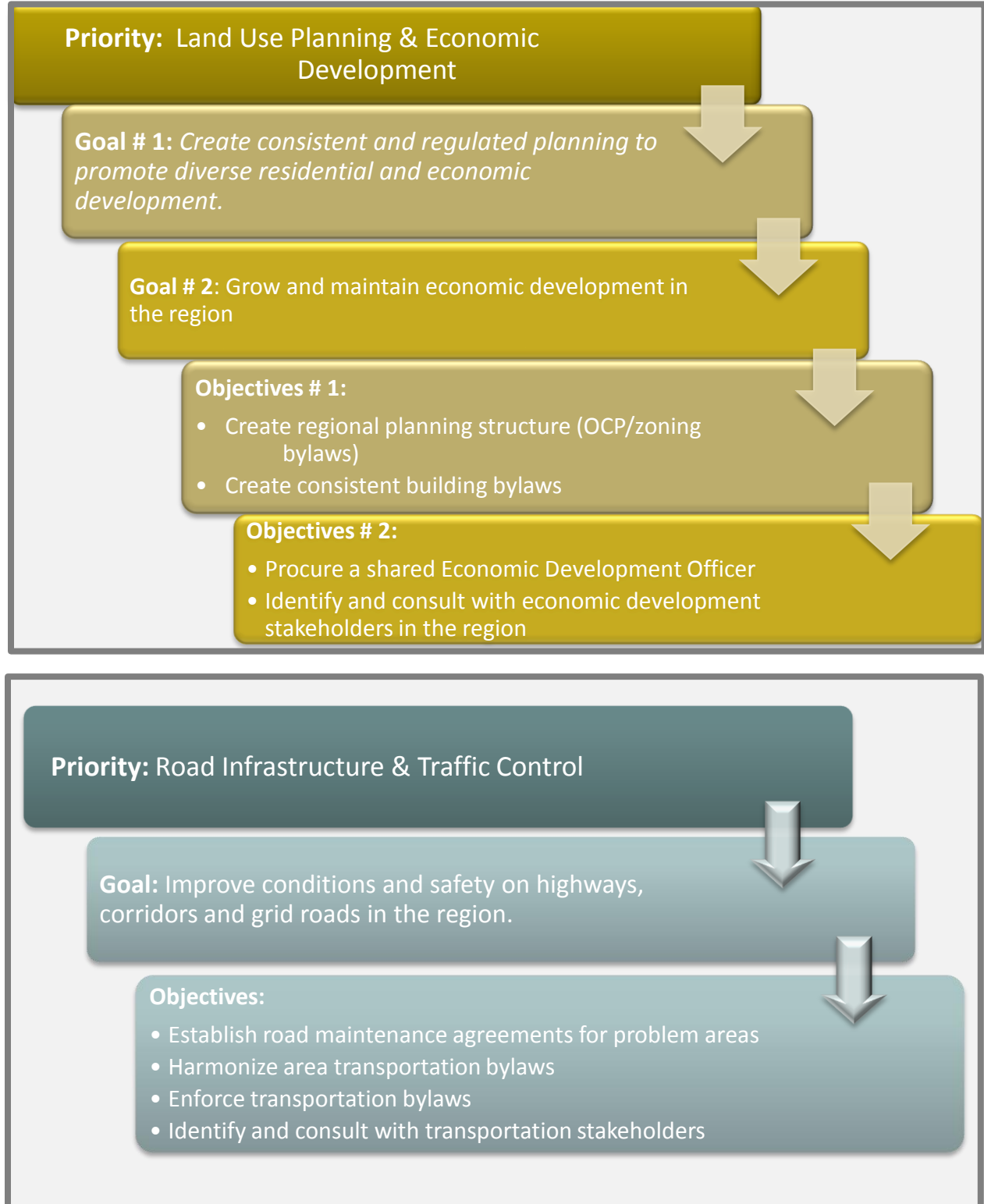
Once direction has been set and priorities have been identified, a regional group must turn their attention to planning out their actions for implementation to reach their vision. Planning the implementation consists of developing goals, objectives, measures and an action plan worksheet. The goals are the overall reason for addressing the priority while the objectives are the solutions to achieve the goal. Measures are important tools to ensure a group remains on track of reaching their goals and are accountable to their vision.

During the January 23rd & February 21st, 2012 meetings, the committee discussed the goals and objectives for the six priority areas.

GOALS & OBJECTIVES



GOALS & OBJECTIVES CONT'D



GOALS & OBJECTIVES CONT'D

Priority: Shared Municipal Equipment and Human Resources

Goal: *Provide cost-effective, efficient and enhanced
municipal services to citizens of the region.*

Objectives:

- Shared regional bylaw officer
- Shared building inspector
- Other shared human resources (chemical applicator, pest control services, etc.)
- Shared training for human resources
- Organize bulk buying for common purchases (dust control, chemicals, gravel)

Priority: Housing

Goal: Create affordable, diverse housing options to sustain and increase the population.

Objectives:

- Create a regional database of rental and real estate listings for interim use
- Create a regional housing strategy

GOALS & OBJECTIVES CONT'D



ACTION PLAN WORKSHEETS

The Action Plan worksheet provides the detailed information about the implementation of the objectives. It contains:

- Activities to complete objectives
- The lead person who will oversee activities and the overall objective
- Human, financial and current asset resources required to complete objectives
- Timelines for completion of activities
- Indicators – the tangible means in which to measure the objective
- Benchmarks – target during intervals of completion
- Target – the anticipated end result once the objective is complete

Priority # 1: Regional Cooperation

Goal: *Strengthen and expand inter-municipal cooperation.*

| Objective 1(a) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|---|--|-------------|-----------|------------|
| Create communication Strategy **Short Term** | Determine parameters of Communication (Stakeholders, types of communication, timing etc) | MCDP | MCDP | April 2012 |
| | Create written Communication Plan | MCDP | | April 2012 |
| | Approve Communication Plan | Councils | | June 2012 |
| | Implement Communication Plan | NVIMO | | June 2012 |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| Measures | | | | |
| <u>Indicator:</u> | <ul style="list-style-type: none"> # of communication strategies in place | | | |
| <u>Benchmark:</u> | <ul style="list-style-type: none"> | | | |
| <u>Target:</u> | <ul style="list-style-type: none"> 1 communication strategy – June 2012 | | | |

Priority # 2: Land Use Planning & Economic Development

Goal#1: *Create consistent and regulated planning to promote diverse residential and economic development.*

| Objective 2(a) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|--|---|-------------|-----------|-----------|
| Create regional planning structure (OCP/zoning bylaws) **Long Term – with some work to start in the short term by Committee** | Appoint sub-committee to work on objective | | | |
| | Review benefits, purpose, and roles of regional planning | MCDP | | |
| | Determine planning interests of NVIMO members – compile and examine current planning documents | | | |
| | Determine whether to hire staff vs. consultant – develop cost-sharing structure | | | |
| | Develop job description/Request for Proposal | | | |
| | Advertise for planner | | | |
| | Interview planner | | | |
| | Determine timeline and undertake DOCP and zoning bylaw development | Planner | | |
| | Develop a District Planning Agreement | | | |
| | Receive Ministerial Approval | | | |
| | Appoint Board Members | | | |
| Measures | | | | |
| <u>Indicator:</u> | <ul style="list-style-type: none"> # of municipalities involved DOCP in place | | | |
| <u>Benchmark:</u> | <ul style="list-style-type: none"> | | | |
| <u>Target:</u> | <ul style="list-style-type: none"> | | | |

Priority # 2: Land Use Planning & Economic Development

Goal #1: *Create consistent and regulated planning to promote diverse residential and economic development.*

| Objective 2 (b) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|--|---|-------------|-----------|-----------|
| Create consistent building bylaws **Long Term** | Each Municipality submit all bylaws | | | |
| | Review and amend bylaws for consistency | | | |
| | Update Bylaws | | | |
| | Approve Bylaws | Councils | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| Measures | | | | |
| Indicator: | • | | | |
| Benchmark: | • | | | |
| Target: | • | | | |

Priority # 2: Land Use Planning & Economic Development

Goal #2: *Grow and maintain economic development in the region.*

| Objective 2(c) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|--|--|-------------|-----------|-----------|
| Procure a shared Economic Development Officer **Long Term** | Determine which municipalities are interested in EDO | | | |
| | Develop job description | | | |
| | Send out job advertisement | | | |
| | Interview for EDO | | | |
| | Develop cost-sharing agreement | | | |
| | Hire EDO | | | |
| | | | | |
| | | | | |
| Measures | | | | |
| <u>Indicator:</u> | • | | | |
| <u>Benchmark:</u> | • | | | |
| <u>Target:</u> | • | | | |

Priority # 2: Land Use Planning & Economic Development

Goal #2: *Grow and maintain economic development in the region.*

| Objective 2(d) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|--|--|-------------|-----------|-----------|
| Identify and consult with economic development stakeholders in the region **Long Term** | Identify potential stakeholders | | | |
| | Designate reps to consult with particular stakeholders | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| Measures | | | | |
| <u>Indicator:</u> | • | | | |
| <u>Benchmark:</u> | • | | | |
| <u>Target:</u> | • | | | |

Priority # 3: Road Infrastructure & Traffic Control

Goal: *Improve conditions and safety on highways, corridors and grid roads in the region.*

| Objective 3(a) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|--|--|--------------------------|-------------------------------------|--|
| Establish road maintenance agreements for problem areas **Short Term - By Committee** | Establish transportation sub-committee | NVIMO | | April 2012 |
| | Identify problem areas on maps and potential/current partners for road maintenance. Provide current and sample agreements. | All Rural Municipalities | | July 2012 |
| | Research best practices and guest speakers | Ray | - SARM – Shelley Kilbride - ECTC | August 2012 |
| | Determine arrangements for agreements satisfactory to municipality – <i>Sort agreements and choose arrangements</i> | Edith | | August 2012 <i>To councils Sept. 2012</i> |
| | Contact/meet potential partners | Transportation Committee | TBD | TBD |
| | Develop Road Maintenance Agreements | Transportation Committee | TBD | TBD |
| | Approve agreements | Municipalities | TBD | TBD |
| Measures | | | | |
| <u>Indicator:</u> | <ul style="list-style-type: none"> # of agreements entered # roads maintained # of municipalities involved Amount of maintenance fees received | | | |
| <u>Benchmark:</u> | <ul style="list-style-type: none"> | | | |
| <u>Target:</u> | <ul style="list-style-type: none"> January 2013 | | | |

Priority # 3: Road Infrastructure & Traffic Control

Goal: *Improve conditions and safety on highways, corridors and grid roads in the region.*

| Objective 3(b) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|---|--|--------------------------|-----------|---------------|
| Harmonize area transportation bylaws **Short Term - By committee** | Establish transportation sub-committee | NVIMO | | April 2012 |
| | Each Municipality submit all bylaws | All Rural Municipalities | | July 2012 |
| | Group bylaws by type (weight restrictions, tarping etc.) | Transportation Committee | | July 2012 |
| | Review and amend grouped bylaws for consistency | Loretta & Edith | | October 2012 |
| | Update Bylaws | | | November 2012 |
| | Approve Bylaws | | | November 2012 |
| | | | | |
| | | | | |
| Measures | | | | |
| <u>Indicator:</u> | <ul style="list-style-type: none"> # of compatible bylaws | | | |
| <u>Benchmark:</u> | <ul style="list-style-type: none"> | | | |
| <u>Target:</u> | <ul style="list-style-type: none"> January 2013 | | | |

Priority # 3: Road Infrastructure & Traffic Control

Goal: *Improve conditions and safety on highways, corridors and grid roads in the region.*

| Objective 3(c) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|---|--|-------------|-----------|-----------|
| Enforce transportation bylaws **Medium Term – to follow bylaw updating** | Send a representative to bylaw training school | | | |
| | Research best practices on enforcement | | | |
| | Educate councils, citizens and businesses on bylaws and enforcement policies | | | Ongoing |
| | Procure bylaw enforcement officer (objective under shared services) | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| Measures | | | | |
| <u>Indicator:</u> | <ul style="list-style-type: none"> • # of fines • # of bylaws enforced | | | |
| <u>Benchmark:</u> | <ul style="list-style-type: none"> • | | | |
| <u>Target:</u> | <ul style="list-style-type: none"> • | | | |

Priority # 3: Road Infrastructure & Traffic Control

Goal: *Improve conditions and safety on highways, corridors and grid roads in the region.*

| Objective 3(d) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|--|--|---------------|--------------------------------------|-------------|
| Identify and consult with transportation stakeholders **Ongoing** | Identify transportation stakeholders | NVIMO | Communication Plan | April 2012 |
| | Appoint member(s) to contact/meet with stakeholders <i>*See also objective 3(a) – guest speakers.</i> | Ray & Loretta | - HTB - Highways & Infrastructure | August 2012 |
| | Report on and discuss findings | | | |
| | Create strategy to draw funding for road projects | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| Measures | | | | |
| <u>Indicator:</u> | • | | | |
| <u>Benchmark:</u> | • | | | |
| <u>Target:</u> | • | | | |

Priority # 4: Shared Municipal Equipment and Human Resources

Goal: *Provide cost-effective, efficient and enhanced municipal services to citizens of the region.*

| Objective 4(a) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|---|--|-------------|-----------|-----------|
| Shared regional bylaw officer **Short/Medium Term – Members may coordinate services until bylaws are updated** | Determine amount of services needed for group and staff vs. contract Bylaw Enforcement officer (BEO) | | | |
| | Create a sub-committee to handle hiring process | | | |
| | Develop cost-sharing agreement | | | |
| | Advertise for BEO/find contracted services | | | |
| | Hire BEO | | | |
| | Determine schedule for BEO | | | |
| | | | | |
| | | | | |
| Measures | | | | |
| <u>Indicator:</u> | <ul style="list-style-type: none"> # of bylaw enforcement officers # of complaints Amount of property damaged | | | |
| <u>Benchmark:</u> | <ul style="list-style-type: none"> | | | |
| <u>Target:</u> | <ul style="list-style-type: none"> | | | |

Priority # 4: Shared Municipal Equipment and Human Resources

Goal: *Provide cost-effective, efficient and enhanced municipal services to citizens of the region.*

| Objective 4(b) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|--|--|-------------|-----------|-----------|
| Shared building inspector **Long Term – Members may coordinate services in short term** | Determine amount of services needed for group and staff vs. contract Build Inspector | | | |
| | Create a sub-committee to handle hiring process | | | |
| | Develop cost-sharing agreement | | | |
| | Advertise for Building Inspector/find contracted services | | | |
| | Hire Building Inspector | | | |
| | Determine schedule Building inspector | | | |
| | | | | |
| | | | | |
| Measures | | | | |
| <u>Indicator:</u> | • | | | |
| <u>Benchmark:</u> | • | | | |
| <u>Target:</u> | • | | | |

Priority # 4: Shared Municipal Equipment and Human Resources

Goal: *Provide cost-effective, efficient and enhanced municipal services to citizens of the region.*

| Objective 4(c) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|---|--|-------------|-----------|-----------|
| <i>Other shared human resources (chemical applicator, pest control services, etc.)</i> **Ongoing – As opportunities arise** | Determine which municipalities and what resources will be shared | | | |
| | Develop cost-sharing agreements | | | |
| | Hire or re-allocate personnel | | | |
| | Determine schedule for human resources | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| Measures | | | | |
| <i>Indicator:</i> | • | | | |
| <i>Benchmark:</i> | • | | | |
| <i>Target:</i> | • | | | |

Priority # 4: Shared Municipal Equipment and Human Resources

Goal: *Provide cost-effective, efficient and enhanced municipal services to citizens of the region.*

| Objective 4(d) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|---|--|-------------|-----------|-----------|
| Shared training for human resources **Ongoing - As opportunities arise** | Identify training opportunities | | | Ongoing |
| | Determine which municipalities or personnel are interested in particular opportunities | | | Ongoing |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| Measures | | | | |
| <u>Indicator:</u> | • | | | |
| <u>Benchmark:</u> | • | | | |
| <u>Target:</u> | • | | | |

Priority # 4: Shared Municipal Equipment and Human Resources

Goal: *Provide cost-effective, efficient and enhanced municipal services to citizens of the region.*

| Objective 4(e) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|---|---|-------------|-----------|-----------|
| Organize bulk buying for common purchases **Long Term – To be reexamined in Nov/Dec 2012 for 2013 budget** | Determine what products have economy in scale | | | |
| | Research suppliers | | | |
| | Determine what products are to be jointly purchased between who | | | |
| | Develop agreement to purchase jointly | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| Measures | | | | |
| Indicator: | • | | | |
| Benchmark: | • | | | |
| Target: | • | | | |

Priority # 5: Housing

Goal: Create affordable, diverse housing options to sustain and increase the population.

| Objective 5(a) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|---|--|----------------------|---|------------|
| Create a regional housing strategy **Short Term - By Committee** <i>* Housing strategy to be put on hold while preliminary research is gathered by municipalities</i> | Identify funding opportunities for developing housing strategy | | | Ongoing |
| | Establish housing sub-committee | NVIMO | | April 2012 |
| | Determine cost of creating a housing strategy | Janet | Community Planning - Gov't | July 2012 |
| | Advertise, interview, hire a consultant | | | |
| | Determine current housing stock | Urban Municipalities | -Housing Database -Needs assessment survey | |
| | Determine amount/type of housing currently needed | Urban Municipalities | -Housing Database -Needs assessment survey | |
| | Determine amount/type of housing needs for future | Urban Municipalities | Housing Database | |
| | Develop strategies to reach housing needs | | | |
| Measures | | | | |
| Indicator: | <ul style="list-style-type: none"> # of regional housing strategies # of occupied dwellings # of new housing developments | | | |
| Benchmark: | <ul style="list-style-type: none"> | | | |
| Target: | <ul style="list-style-type: none"> | | | |

Priority # 5: Housing

Goal: Create affordable, diverse housing options to sustain and increase the population.

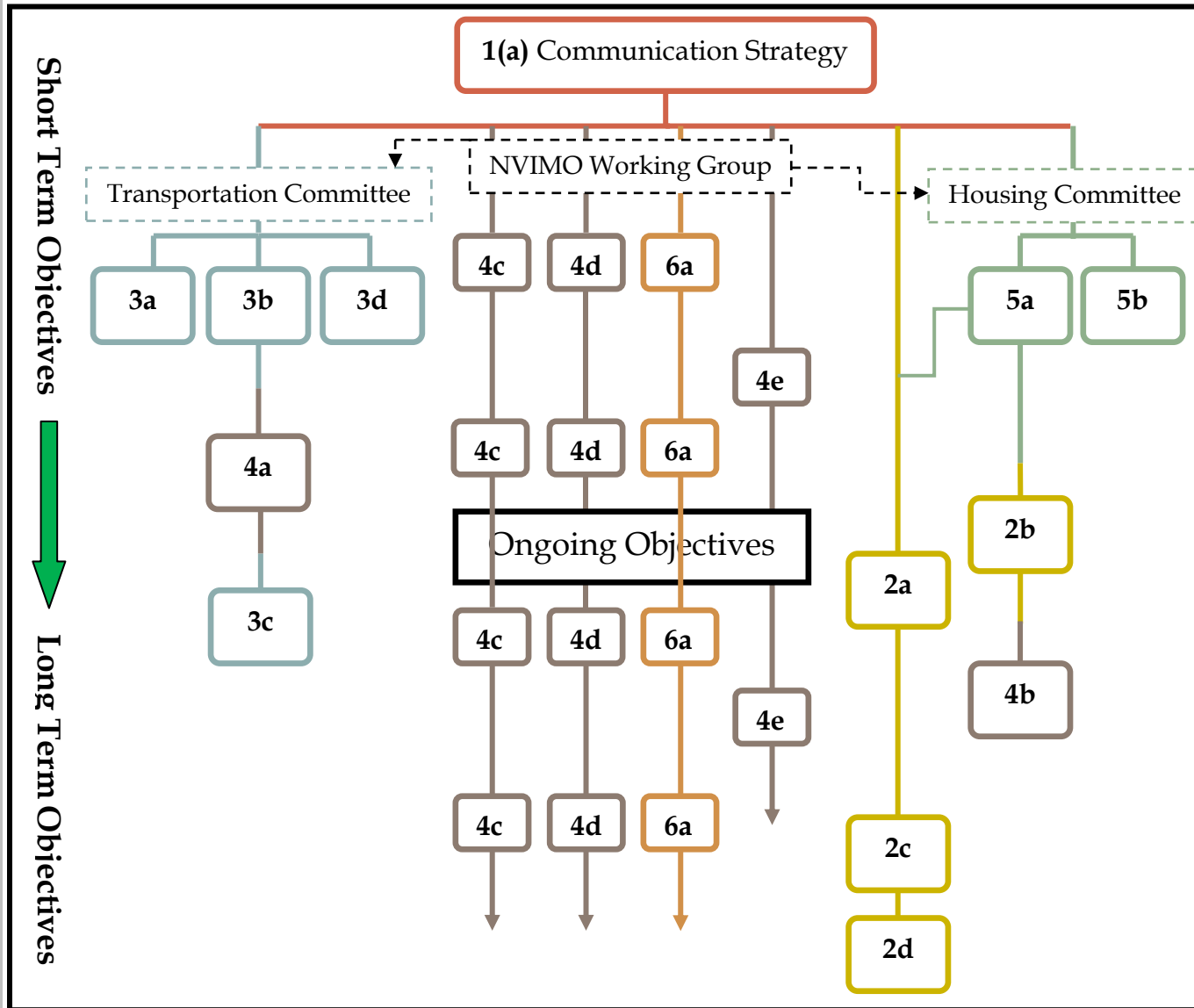
| Objective 5(b) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|---|--|----------------------|--------------------|-----------------------|
| Create a regional database of rental and real estate listings for interim use **Short Term** <i>* Database to support and verify need for regional housing strategy</i> | Create spreadsheet template for circulation to municipalities | Janet | | July 2012 |
| | Identify/submit available real estate and rentals in area. Record/submit inquiries for housing in area. | Urban Municipalities | | August 2012 - Ongoing |
| | Set up an online database with regional listings | Janet | Municipal Websites | August 2012 |
| | Update and maintain database | Janet | | Ongoing |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| Measures | | | | |
| <u>Indicator:</u> | <ul style="list-style-type: none"> • # of inquiries fulfilled • # of hits to the online database • Amount of information gathered about housing needs | | | |
| <u>Benchmark:</u> | <ul style="list-style-type: none"> • | | | |
| <u>Target:</u> | <ul style="list-style-type: none"> • | | | |

Priority # 6: Health Care

Goal: *Support and promote health care initiatives in the region.*

| Objective 6(a) | Activities (and sub-activities) | Lead (Who?) | Resources | Timelines |
|--|---|-------------|-----------|-----------|
| <i>Build awareness among committee and respective councils of health care capacity and initiatives in the region</i> <i>**Ongoing**</i> | Gather information on health care resources, needs and opportunities in respective municipalities | | | Ongoing |
| | Share research with group members | | | Ongoing |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| Measures | | | | |
| <u>Indicator:</u> | • | | | |
| <u>Benchmark:</u> | • | | | |
| <u>Target:</u> | • | | | |

PROJECT ARCHITECTURE



| | |
|---|---|
| Priority # 1: Regional Cooperation | Objective 1(a) <i>Create communication Strategy</i> |
| Priority # 2: Land Use Planning & Economic Development | Objective 2(a) <i>Create regional planning structure (OCP/zoning bylaws)</i> |
| | Objective 2 (b) <i>Create consistent building bylaws</i> |
| | Objective 2(c) <i>Procure a shared Economic Development Officer</i> |
| | Objective 2(d) <i>Identify and consult with economic development stakeholders in the region</i> |
| Priority # 3: Road Infrastructure & Traffic Control | Objective 3(a) <i>Establish road maintenance agreements for problem areas</i> |
| | Objective 3(b) <i>Harmonize area transportation bylaws</i> |
| | Objective 3(c) <i>Enforce transportation bylaws</i> |
| | Objective 3(d) <i>Identify and consult with transportation stakeholders</i> |
| Priority # 4: Shared Municipal Equipment and Human Resources | Objective 4(a) <i>Shared regional bylaw officer</i> |
| | Objective 4(b) <i>Shared building inspector</i> |
| | Objective 4(c) <i>Other shared human resources (chemical applicator, pest control services, etc.)</i> |
| | Objective 4(d) <i>Shared training for human resources</i> |
| | Objective 4(e) <i>Organize bulk buying for common purchases</i> |
| Priority # 5: Housing | Objective 5(a) <i>Create a regional housing strategy</i> |
| | Objective 5(b) <i>Create a regional database of rental and real estate listings for interim use</i> |
| Priority # 6: Health Care | Objective 6(a) <i>Build awareness among committee and respective councils of health care capacity and initiatives in the region</i> |

NEXT STEPS

Timelines:

| Action | Timeline |
|---|----------------------------------|
| Initial Meeting | March 2011- <i>completed</i> |
| Group Structure and MOU Development | April 2011 - <i>completed</i> |
| Community Action Planning | June 2011 |
| Community Resource Inventory & Regional Planning Presentation | August 2011 - <i>completed</i> |
| Stakeholder Engagement (SARM Convention) | November 2011 - <i>completed</i> |
| Review of Priorities | January 2012 - <i>completed</i> |
| Community Action Planning & MOU Signing | February 2012 - <i>completed</i> |
| Community Action Plan Finalization | March 2012 - <i>completed</i> |
| Communication Plan Meeting | April 2012 - <i>completed</i> |
| Implementation Meetings | June – August 2012 |
| Final Implementation Meeting | November 2012 |
| CAP Review | February 2013 |

Memorandum of Understanding

- All participating municipalities must sign MOU and pay membership fee.
- Work cannot begin on the Community Action Plan until all municipalities involved have signed the MOU.

Community Action Plan

- Each municipality is to review the most recent draft (D8) of the Community Action Plan.
- *Transportation Committee* - take action on activities outlined under objectives 3(a, b & d).
- *Housing Committee* – take action on activities outlined under objectives 5(a & b).

Next Meeting

- BBQ before meeting – Urbans to bring dessert – Rurals to bring salad.
- Continue implementing CAP.
- **Next Meeting July 16, 2012 @ 6:30 pm**

APPENDIX A – MUNICIPAL PARTICIPATION

March 15, 2011 – Introduction to MCDP Services

| Name | Municipality |
|----------------|-------------------------------|
| Linda N | Town of Cupar |
| Dale Czemerer | R.M. of Lipton #217 |
| Ronald Off | Town of Southey |
| Darrell Wagner | R.M. of Cupar #218 |
| Loretta Young | R.M. of Cupar #218 |
| Don Jeworski | Town of Cupar |
| Ray Orb | R.M. of Cupar #218 |
| Les Kolody | R.M. of North Qu'Appelle #187 |
| Ernie Matai | R.M. of Touchwood #248 |
| Tayah Hanson | MCDP Facilitator |
| Dana Schmalz | MCDP Facilitator |

April 11, 2011 – Group Structure & MOU Development

| Name | Municipality |
|----------------|------------------------|
| Jason Kiel | Village of Earl Grey |
| Dale Czemerer | R.M. of Lipton #217 |
| Malcolm Manz | Village of Earl Grey |
| Darrell Wagner | R.M. of Cupar #218 |
| Loretta Young | R.M. of Cupar #218 |
| Don Jeworski | Town of Cupar |
| Ray Orb | R.M. of Cupar #218 |
| Amy Swalm | Town of Cupar |
| Pat Clarkson | Town of Cupar |
| Ernie Matai | R.M. of Touchwood #248 |
| Tayah Hanson | MCDP Facilitator |
| Dana Schmalz | MCDP Facilitator |

June 20, 2011 – Community Action Planning

| Name | Municipality |
|-----------------|------------------------|
| Tracey Daradich | Town of Cupar |
| Dale Czemerer | R.M. of Lipton #217 |
| Loretta Young | R.M. of Cupar #218 |
| Ray Orb | R.M. of Cupar #218 |
| Ernie Matai | R.M. of Touchwood #248 |
| Tayah Hanson | MCDP Facilitator |

August 8, 2011 – Community Action Planning

(Community Resource Inventory & Regional Planning Presentations)

| Name | Municipality |
|----------------|------------------------|
| Pat Clarkson | Town of Cupar |
| Daryl Huber | R.M. of Lipton #217 |
| Loretta Young | R.M. of Cupar #218 |
| Ray Orb | R.M. of Cupar #218 |
| Ernie Matai | R.M. of Touchwood #248 |
| Darrell Wagner | R.M. of Cupar #218 |
| Dana Schmalz | SARM Community Planner |
| Tayah Hanson | MCDP Facilitator |

November 10, 2011 – Stakeholder Engagement

| Name | Municipality |
|-------------|---------------------|
| | |

January 23, 2012 – Review of Priorities

| Name | Municipality |
|------------------|------------------------|
| Bob Fenwick | Village of Markinch |
| Cory Senft | R.M. of Lipton #217 |
| Ronald Off | Town of Southey |
| Darrell Wagner | R.M. of Cupar #218 |
| Loretta Young | R.M. of Cupar #218 |
| Don Jeworski | Town of Cupar |
| Ray Orb | R.M. of Cupar #218 |
| Bill McKenzie | R.M. of McKillop #220 |
| Gary Gilbert | R.M. of McKillop #220 |
| Ernie Matai | R.M. of Touchwood #248 |
| Donald Bashutski | R.M. of Kellross # 247 |
| Edith Goddard | R.M. of Kellross # 247 |
| Tanya Doucette | MCDP Facilitator |
| Dan Way | MCDP Facilitator |

February 21, 2012 – CAP Part III

| Name | Municipality |
|------------------|------------------------|
| Garth Schmidt | Village of Lipton |
| Ken Staruiaka | Town of Southey |
| Loretta Young | R.M. of Cupar #218 |
| Gloria Woodard | Town of Cupar |
| Ray Orb | R.M. of Cupar #218 |
| Bill McKenzie | R.M. of McKillop #220 |
| Gary Gilbert | R.M. of McKillop #220 |
| Kevin Weber | R.M. of Touchwood #248 |
| Donald Bashutski | R.M. of Kellross # 247 |
| Edith Goddard | R.M. of Kellross # 247 |
| Tanya Doucette | MCDP Facilitator |
| Dan Way | MCDP Facilitator |

March 19, 2012 – CAP Part III

| Name | Municipality |
|------------------|------------------------|
| Ron Off | Town of Southey |
| Ken Staruiaka | Town of Southey |
| Loretta Young | R.M. of Cupar #218 |
| Don Jeworski | Town of Cupar |
| Ray Orb | R.M. of Cupar #218 |
| Bill McKenzie | R.M. of McKillop #220 |
| Gary Gilbert | R.M. of McKillop #220 |
| Ernie Matai | R.M. of Touchwood #248 |
| Donald Bashutski | R.M. of Kellross # 247 |
| Edith Goddard | R.M. of Kellross # 247 |
| Bob Fenwick | Village of Markinch |
| Daryl Huber | R.M. of Lipton # 217 |
| Dale Czemerer | R.M. of Lipton # 217 |
| Tanya Doucette | MCDP Facilitator |
| Dan Way | MCDP Facilitator |

April 23, 2012 – Communication Plan

| Name | Municipality |
|------------------|------------------------|
| Ron Off | Town of Southey |
| Ken Staruiaka | Town of Southey |
| Garth Schmidt | Village of Lipton |
| Janet Hart | Town of Cupar |
| Ray Orb | R.M. of Cupar #218 |
| Bill McKenzie | R.M. of McKillop #220 |
| Gary Gilbert | R.M. of McKillop #220 |
| Ivan Hillier | R.M. of Touchwood #248 |
| Donald Bashutski | R.M. of Kellross # 247 |
| Edith Goddard | R.M. of Kellross # 247 |
| Bob Fenwick | Village of Markinch |
| Dallas Harrison | Village of Dysart |
| Tanya Doucette | MCDP Facilitator |
| Dan Way | MCDP Facilitator |

June 11, 2012 – CAP Implementation

| Name | Municipality |
|------------------|------------------------|
| Ken Staruiaka | Town of Southey |
| Garth Schmidt | Village of Lipton |
| Janet Hart | Town of Cupar |
| Ray Orb | R.M. of Cupar #218 |
| Loretta Young | R.M. of Cupar #218 |
| Gary Gilbert | R.M. of McKillop #220 |
| Ernie Matai | R.M. of Touchwood #248 |
| Donald Bashutski | R.M. of Kellross # 247 |
| Edith Goddard | R.M. of Kellross # 247 |
| Bob Fenwick | Village of Markinch |
| Dale Czemerer | R.M. of Lipton |
| Nikki Czemerer | R.M. of Lipton |
| Tanya Doucette | MCDP Facilitator |
| Dan Way | MCDP Facilitator |

APPENDIX B – GROUP DISCUSSION NOTES

August 8, 2011

Round Table Discussion

- Town of Cupar – have drafted proposed changes to their nuisance bylaw and submitted to council
- RM of Lipton is currently fixing roads – 8 creek crossings/3 washed out. Finding it a challenge to find enough people to do the work and complete for harvest time.
- RM of Cupar –also fixing roads; road maintenance agreements need to be enforced, RM is chasing down traffic. Spoke to the Highway Traffic board and their mandate extends only to highways, not grids. Unless there is a bylaw officer in place, the RCMP will not deal with complaints. Having a bylaw officer in place is a high priority for dealing with abuse of weight restrictions and high level of traffic.
- RM of Touchwood – local roads cannot handle the level of traffic from heavy trucks. The RM has sold gravel but so far only 25% of the gravel sold has been trucked out. In one area, the RM went 50/50 with the trucking company for road repairs on a 13 mile section of road. The RM fixed their half and the trucking company was to repair theirs. Cost \$70,000. The RM is sending a letter to trucking companies in the fall to ask them to do most of their hauling in winter and then not opening the roads to heavy trucks until late June/July.
- Group discussion on issuing permits for heavy trucks through the RM and enforcing road maintenance agreements. RM of Lipton reported closing one of their CTP roads because the traffic and road damage was too much. Research is needed into how RMs can prosecute traffic bylaw offenders – what would it require for the RM to follow through with lawsuits? BEO would have to be present at court. Corman Park cited as example of bylaw enforcement. MCDP provide more information to the group.

Community Resource Inventory Presentation

- The CRI would be useful: to identify assets, identify shared service opportunities for regional initiatives (*i.e. housing, long term care facilities*), bulk buying, group tendering, sharing equipment; tourism and marketing the area.
- The group discussed three parts of the inventory: statistics, local institutions, and infrastructure and land assets would be most essential in the near future. Suggestion to request the help of U of R students to take this on as a project. MCDP will follow up with the university to see if this is possible.
- What information can we draw from that is already out there? Saskbiz profiles, Stats Canada, Cupar's Hospice study – includes housing stats and health care stats.

Regional Planning Presentation

- RM of Cupar has proposed three different land use plans/subdivisions for commercial and residential areas along the highway (*requires minimal infrastructure upgrading*).
- Different options for planning together were presented. A regional planning initiative to update/create new plans for a district would save costs and time. SARM's community planner would be able to assist intermunicipal groups consisting of both RMs and Urbans.

Pertaining to the CAP & MOU

- Loretta reported that Earl Grey and RM of Longlaketon 219 were not interested in joining (*as they are participating in the N. Qu'Appelle group*). North Qu'Appelle and Southey will be meeting shortly and will get back to her. Markinch currently has no mayor and therefore, unsure as to their potential involvement.
- Discussion of the importance of building relationships with other municipalities and bringing them to the table before finalizing the MOU. Group members will approach other potential councils individually. The RM of Lipton will talk to Lipton contact; Ray will talk to Southey; Ernie will talk to Kellross contact. For SARM midterm convention in November, a letter will go out to other potential RM partners to meet at the convention to network.

January 23, 2012

Memorandum of Understanding

- Potential for additional municipalities to join (*RM of Last Mountain Valley #250, RM of Longlaketon # 219, Village of Lipton, Village of Dysart, Village of Govan*). MOU will be signed with current members with possibility of adding more members later
- Loretta Young chosen as point of contact for the group

Review of Priorities Community Action Plan

- Adding to list of opportunities (*oil and gas potential, corporate farms, roadway improvements*)
- Community Resource Inventory (CRI) – do not currently wish to pursue comprehensive CRI. May collect data as projects dictate (*may be interested in having administrators compile lists of businesses and institutions in communities*)
- Identified need to sort out road maintenance agreements (*talk with hwy traffic board*)
- Expressed need for updating building codes and bylaws as well as zoning bylaws
- Identified attributes of consistent bylaws and planning (*time and cost efficient for municipalities, transports, economic development*)

- Interest in sharing human resources (*RM of McKillop possibly looking to share current bylaw officer and in need of a licensed chemical applicator. Also need for pest control agent in the region*)
- Interest in bulk buying (*chemicals, dust control products, gravel*)
- Health care – group wishes to support health care in the area by understanding the capacity and the initiatives that are being pursued by others in the region and promoting those initiatives. No active plan to expand seniors' housing or health care services unless funding becomes available
- Housing – stated lack of rental housing in the area (*concern for possible resource development*). Updated zoning bylaws needed to control housing and commercial development. Potential to develop housing strategy in the future (*MCDP housing questionnaire to be completed in meantime*)