

RM of Val Marie No. 17

Strategic Plan 2018-2022

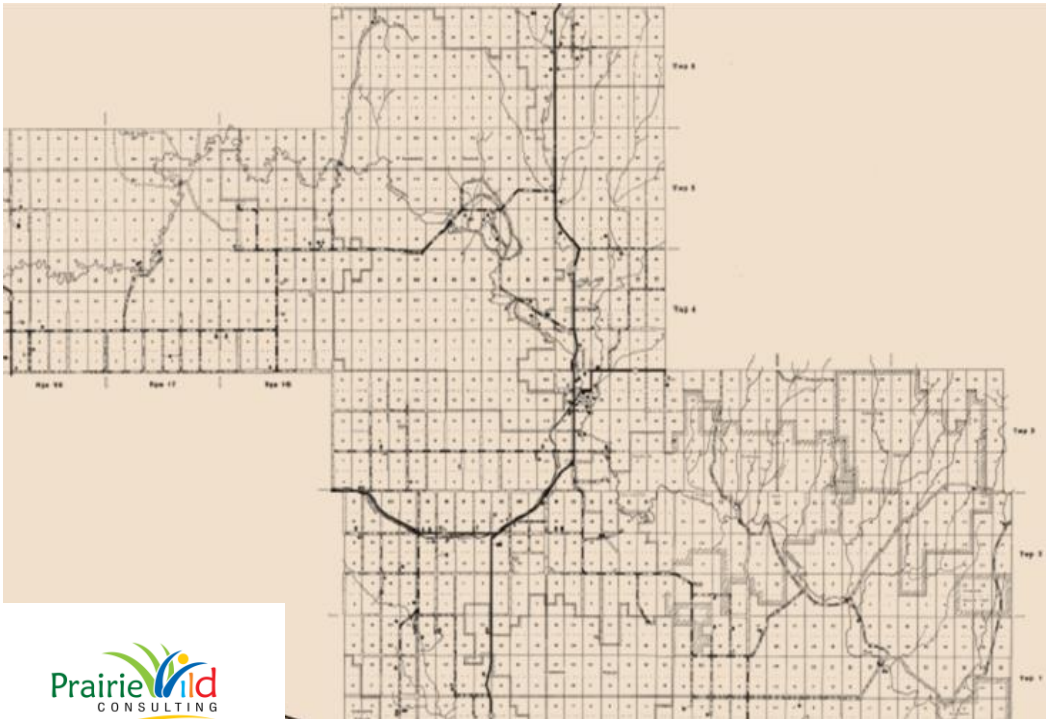


Table of Contents

Table of Contents	1
Strategic Plan at a Glance.....	2
1. Introduction.....	3
2. Community Context.....	3
2.1 Location.....	3
2.2 History.....	3
2.3 Demographics	3
2.4 Facilities.....	4
3. Strategic Planning Process	4
4. Making the Links.....	4
4.1 A Bylaw to Provide for the Municipality to Enter into an Administrative Agreement with the Village of Val Marie Bylaw 4-15	4
4.2 Fire Agreements.....	5
4.3 Emergency Preparedness.....	5
4.4 Economic Development Committee	5
4.5 Existing Zoning Bylaw No. 1-81 and Draft Official Community Plan and Updated Zoning Bylaw.....	5
5 RM of Val Marie Looking Forward: Strategic Vision, Mission, and Priorities	6
5.1 Vision.....	6
5.2 Mission	6
5.3 Strategic Priorities.....	6
6 Getting to Action: Plan Implementation.....	7
7 Monitoring and Evaluation	18
Appendices	20
Appendix A – Potential Funding Sources.....	21
Appendix B – Summary Notes from Strategic Planning Session #1	24
Appendix C – Community Survey.....	31

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The preparation of this project was carried out with assistance from the Government of Canada and the Federation of Canadian Municipalities. Notwithstanding this support, the views expressed are the personal views of the authors, and the Federation of Canadian Municipalities and the Government of Canada accept no responsibility for them.

Strategic Plan at a Glance

Spanning over 3,000 square kilometres within southwest Saskatchewan, along the Montana border is the Rural Municipality of Val Marie No. 17 (RM). The landscape is shaped with a mix of agriculture, ranching, the Frenchman river valley, and native prairie. The RM is home to 413 residents and attracts visitors to the area through its partnership with the Grasslands National Park.

Over the years, the community has evolved in its population size and make-up, technological advancements used in the agriculture sector, and how it responds to increasing demands and needs by residents and other orders of government.

As part of the community's response, the RM has committed to planning for the future of its community. In 2018, the RM embarked on a strategic planning process to determine priorities for the community over the next five years.

The Strategic Plan was developed collectively with members of Council, administration, staff, and the community. Engagement included two workshops with Council, administration, and staff, and a community-wide survey. The engagement process identified challenges and opportunities moving forward, and are reflected in the vision, mission, and priorities contained in the Plan.

Important to this process is the RM's commitment to preserve agricultural lands and practices in the community. It is recognized that nurturing the connection to the lands, results in environmental, economic, and overall community sustainability. This commitment was used as a lens in the creation of the Strategic Plan.

Vision

We are a resilient southern Saskatchewan border community. We respect our cultural and historic roots through the preservation of our rich agricultural landscape. As stewards of the land, opportunities are realized through diversification of our agricultural sector, responsible growth and development, proper management of our assets, offering quality services and amenities, and working with our neighbours. We achieve sustainability for our environment, our economy, and our community.

Mission

Creating a vibrant and sustainable rural community for all.

Strategic Priorities

-  **1. Agricultural Sustainability and Diversification**
-  **2. Responsible Growth and Development**
-  **3. Managing our Assets: Infrastructure and Transportation Networks**
-  **4. Emergency Services**
-  **5. Rural Revitalization and Tourism**
-  **6. Innovation and Technology**
-  **7. Being Good Neighbours**

1. Introduction

The Rural Municipality of Val Marie No. 17 (RM) is committed to planning for the future of the community. In February 2018, the RM began a strategic planning process to create a vision, mission, and key priorities for the RM. A comprehensive planning and community-based research firm, Prairie Wild Consulting Co. was contracted to help facilitate the process and develop the Strategic Plan.

2. Community Context

2.1 Location

The RM of Val Marie is located in southwest Saskatchewan. The RM Office is located in the Village of Val Marie in the central portion of the municipality. Val Marie is located 120 kilometers (km) south of the City of Swift Current and 360 km southwest of the City of Regina. The southern edge of the RM borders the United States.¹ The area can be accessed by Highway 18 and Highway 4 including via an international crossing at Monchy. The RM is home to the Frenchman River and the West Block of Grasslands National Park, which preserves the natural grasslands of the region.²

2.2 History

Indigenous peoples occupied the region approximately 10,000 years ago, drawn by the bison herds of the area. In 1803, the area was part of the Louisiana Purchase that ceded the land to the United States. In the 1880s, the British North American Boundary Commission established the location of the international border and the area became part of Canada.³ Following the Battle of Little Bighorn, Sitting Bull, and 4,000 Lakota Sioux sought sanctuary in Canada and crossed the border along the Frenchman River, eventually settling near Wood Mountain from 1877 to 1881. The Métis hunted bison in the area for many decades until the disappearance of the bison herds.⁴

The area was used for ranching before the first homesteaders arrived in the early 1900s. In 1910, the community of Val Marie was established; named for a shortened version of the French term 'Valley of Mary.' Many of the early settlers came from Quebec and France, creating a unique French culture.⁵ The RM was home to 23 different rural schools, spanning from 1913 to 1985.

As early as the 1950s, conservationists sought to protect the natural grasslands within the RM. Grasslands National Park was established in 1981, later officially being proclaimed a national park in 2001. The current Park boundary encompasses over 900 square km between two blocks⁶ – the West Block located almost entirely within the RM of Val Marie. In 2013, a large grass fire encompassed many hectares of land in the RM and the National Park. A great deal of regional cooperation led to the fire being contained over a number of days.⁷

2.3 Demographics

As of 2016, the RM of Val Marie had a population of 413 over an area of 3,105 square km. The largest community within the RM is the Village of Val Marie, which had a population of 126 in 2016. The largest population group for the RM was the 55-59 category and the median age was 37.5. The median household income for the RM was \$64,448 in 2015. The agriculture industry employed 76% of the RM labour force in 2012.⁸



¹ Village of Val Marie. 2018a. *Quick Facts*. Accessed Jul. 30, 2018 from (<https://valmarie.ca/quick-facts/>)

² Parks Canada. 2018a. *Grasslands National Park, Park History*. Accessed Jul. 30, 2018 from (https://www.pc.gc.ca/en/pn-np/sk/grasslands/culture/histoire_du_parc-park_history)

³ Village of Val Marie. 2018b. *History*. Accessed Jul. 30, 2018 from (<https://valmarie.ca/history/>)

⁴ Parks Canada. 2018b. *Grasslands National Park, Indigenous Culture*. Accessed Jul. 30, 2018 from (<https://www.pc.gc.ca/en/pn-np/sk/grasslands/culture/autochtone-indigenous>)

⁵ Jared Stanley. 2017. *Val Marie – A Village on the Prairie Grasslands*. Accessed Jul. 30, 2018 from (<http://www.villageofvalmarie.ca/val-marie-a-village-on-the-prairie-grasslands/>)

⁶ Parks Canada. 2018a.

⁷ CBC News. 2013. *Wildfire burns through Grasslands National Park*. Accessed Jul. 30, 2018 from (<https://www.cbc.ca/news/canada/saskatchewan/wildfire-burns-through-grasslands-national-park-1.1349289>)

⁸ Statistics Canada. 2016. *Census Profile, Val Marie No. 17 and Val Marie*. Accessed Jul. 30, 2018 from (<http://www12.statcan.gc.ca/census-recensement/2016/dp->

2.4 Facilities

Many RM residents utilize the community facilities in the Village of Val Marie. The Val Marie Recreation Complex is comprised of a skating rink and curling rink. There are two churches in Val Marie: Grace United Church and Val Marie Catholic Church – Parish of Nativity of the Blessed Virgin Mary. Val Marie is also home to a library, community hall, ambulance, post office, grocery store, and numerous other facilities.⁹ There are five schools that serve RM residents: Val Marie and Frontier which are located in the Chinook School Division; the Mankota School that is within the Prairie South School Division; and the Sand Lake and Butte Hutterian Schools. The Grasslands National Park Visitor Centre is in the Village.¹⁰ The Frenchman Valley Campground provides 20 electrified sites within the West Block of Grasslands National Park.¹¹

3. Strategic Planning Process

The strategic planning process began in February 2018 and was adopted by Council in December 2018. The process included four phases as shown in Figure 3.1. The phases included:

- Phase 1: Building the Foundations – Information Gathering;
- Phase 2: Developing the Plan – Engagement;
- Phase 3: Drafting the Strategic Plan; and,
- Phase 4: Finalizing the Strategic Plan and Preparing for Approval.

The process was guided utilizing a framework known as Appreciative Inquiry. Appreciative Inquiry is a holistic, strengths-based method of facilitation that builds from seeking the generation of new ideas to engaging stakeholders in self-determining change rather than viewing change as stemming from the need to ‘fix’ or ‘solve’ a problem. This model is intended to encourage meaningful future forward discussions that focus on identifying opportunities. This model also provides for discussions regarding challenges and potential barriers and how one may overcome these through the identification of opportunities.

Two workshops were held with Council, administration, and staff on May 1 and July 31 to identify issues and opportunities moving forward. Community members and stakeholders were also invited to participate in the process through a community survey. The survey was distributed by mail and online. The summary notes from the first workshop and a copy of the survey is included in Appendices B and C.

The community voice has informed the vision, mission, goals, and strategies contained within this plan.

4. Making the Links

As a municipality, the RM of Val Marie, ensures it is serving community members by providing a variety of services and undertaking initiatives that will help to sustain and improve the overall quality of life in the RM. Planning is not done in isolation, there are a number of agreements, committees, bylaws, and plans that link to this Strategic Plan and will be of assistance in the Plan’s implementation. These documents are summarized below.

4.1 A Bylaw to Provide for the Municipality to Enter into an Administrative Agreement with the Village of Val Marie Bylaw 4-15

This agreement outlines specific details about sharing an Administrator between the RM of Val Marie No. 17 and the Village of Val Marie. The Administrator is housed within the Municipal Administrative Office which is owned by the RM. The RM is responsible for employing the Administrator and any other employees as they deem necessary to

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⁹ Village of Val Marie. 2018c.

¹⁰ Village of Val Marie. 2018d. *Attractions*. Accessed Jul. 30, 2018 from (<https://valmarie.ca/attractions/>)

¹¹ Parks Canada. 2018c. *Grasslands National Park, Front Country Camping*. Accessed Jul. 30, 2018 from (<https://www.pc.gc.ca/en/pn-np/sk/grasslands/activ/activ4/activ4a>)

Figure 3.1 RM of Val Marie Strategic Planning Process Phases



administer the RM and the Village. The RM and Village decide together on the payment of administrative fees and split office related costs. A joint Administration Committee is established to deal with any issues that may arise.

4.2 Fire Agreements

The RM has agreements in place to dispatch and provide fire services in the RM and surrounding area. The dispatch agreement is with the City of Prince Albert. The RM has agreements in place for fire protection with the following neighbouring municipalities:

- Village of Val Marie
- Village of Climax
- Village of Bracken
- RM of Lone Tree No. 18
- RM of Auvergne No. 76
- RM of Wise Creek No. 77
- RM of Grassy Creek No. 78

4.3 Emergency Preparedness

The RM and Village of Val Marie have developed an Emergency Plan to provide direction for a response to an emergency affecting the RM or Village.

Through the *Bylaw to Establish an Emergency Measures Organization Bylaw No. 1/91*, the RM works with surrounding municipalities to provide emergency measures and mutual aid. There is a letter of understanding between the Grasslands National Park (GNP) and the RM of Val Marie to provide one another with emergency preparedness, response, and recovery.

4.4 Economic Development Committee

In 2010, an Economic Development Committee was created to develop an economic strategy for the area. The committee includes representation from the RM of Val Marie, Village of Val Marie, GNP, and local community organizations and businesses.

Initiatives completed by the Committee include:

- A RM and Village-wide community survey to identify the priorities;
- Community Action Plan;
- The Village square; and,
- Official Community Plan and Zoning Bylaw process.

The Community Action Plan identified several initiatives for the Committee to work on. These include:

- Maintaining and increasing local services to accommodate visitors and attract new residents;
- Highlight the local people, places, and spaces which make this area unique to increase tourism; and,
- To develop and enhance relationships between local community groups, urban and rural municipalities, non-government and government organizations for strengthening opportunities for mutual benefit and local capacity building.

4.5 Existing Zoning Bylaw No. 1-81 and Draft Official Community Plan and Updated Zoning Bylaw

The RM of Val Marie has an existing Zoning Bylaw from the 1980's. The purpose of the Zoning Bylaw is to regulate land use and development in the municipality. Over the years, there have been several amendments, leading to a consolidated version of the Bylaw in 2017. This, plus changes in planning legislation – *The Planning and Development Act, 2007 and the Statements of Provincial Interest*, prompted the RM to develop new land use planning tools. The draft Official Community Plan, updated Zoning Bylaw, and related maps were drafted in 2016. These tools will be updated and approved after the Strategic Plan is adopted.

Economic Development Committee Vision

The Val Marie Economic Development Committee is a dedicated group of community members and local organizations working together to build a prosperous, thriving, and attractive destination. They demonstrate mutual support and commitment in promoting an appreciation of local prairie life and livelihood, and the natural environment.

5 RM of Val Marie Looking Forward: Strategic Vision, Mission, and Priorities

The RM of Val Marie Strategic Plan is written to 5+ years. The vision, mission, and priorities were developed with and are reflective of the community voice.

5.1 Vision

We are a resilient southern Saskatchewan border community. We respect our cultural and historic roots through the preservation of our rich agricultural landscape. As stewards of the land, opportunities are realized through diversification of our agricultural sector, responsible growth and development, proper management of our assets, offering quality services and amenities, and working with our neighbours. We achieve sustainability for our environment, our economy, and our community.

5.2 Mission

Creating a vibrant and sustainable rural community for all.

5.3 Strategic Priorities

There are seven priorities that were identified through this strategic planning process. These include:



1. Agricultural Sustainability and Diversification



2. Responsible Growth and Development



3. Managing our Assets: Infrastructure and Transportation Networks



4. Emergency Services



5. Rural Revitalization and Tourism



6. Innovation and Technology



7. Being Good Neighbours

6 Getting to Action: Plan Implementation

The tables below outline goals, objectives, and specific actions under each priority area over the next 1-5 years. This also includes identifying who is involved in the implementation of the actions.



1. Agricultural Sustainability and Diversification

Overall Goal: Preserve quality and productive agricultural lands within the RM.		
Objective: To identify and map areas to maintain and preserve agriculture lands.		
Actions	Who is Involved?	Timeline
a. Review the draft Future Land Use Map, Zoning District Map, and any reference maps from the draft Official Community Plan and draft Zoning Bylaw and confirm areas for non-agricultural production.	RM of Val Marie Local farmers Community members	2019-2020
b. Invite community members to provide input on the maps and overall planning process.	RM of Val Marie Local farmers Community	2019-2020
Objective: To collaborate with partners on agricultural related initiatives that may impact the RM.		
Actions	Who is Involved?	Timeline
a. Participate and provide input in time appropriate initiatives e.g. changes in legislation, species at risk.	RM of Val Marie Others as identified	2019-2022 On-going
b. Identify potential partners to collaborate with (community members, South of the Divide Conservation Action Program Inc. (SODCAP), Grasslands National Park)	RM of Val Marie Others as identified	2019-2022 On-going
c. Determine RM's role in partnership.	RM of Val Marie Others as identified	2019-2022 On-going
d. Continue discussions and advocate through SARM and other portals.	RM of Val Marie Others as identified	2019-2022 On-going
Objective: To encourage value added agriculture in the RM.		
Actions	Who is Involved?	Timeline
a. Identify current and future opportunities for value added agriculture.	RM of Val Marie Potential Economic Development Committee (See Strategic Priority 5 – Rural Revitalization and Tourism)	2020-2021
b. Through branding and other RM initiatives, develop and promote value added agricultural activities and business.	RM of Val Marie Potential Community Economic Development Committee	2020-2021
c. Continue to assess current state of agriculture in the community.	RM of Val Marie	On-going

Goals include the desired outcomes that were identified by the RM of Val Marie Council, Administration, employees, and community members.

Objectives are how the goals are to be achieved and what must be accomplished over the 5 years.

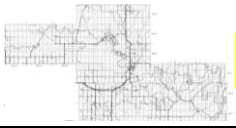
Actions identify step-by-step tasks to achieve the objectives.

South of the Divide Conservation Action Program Inc. is a partnership between stakeholders and government with a goal of implementing actions relating to the South of the Divide Multi-Species Action Plan. The Plan focuses on 13 different species listed as “At Risk”, “Threatened”, or “Endangered” in the Species at Risk Act.

<http://www.sodcap.com>

Objective: To work with partners and participate in the exploration of irrigation, water conservation alternatives, and related initiatives.

Actions	Who is Involved?	Timeline
a. Participate in meetings and communications with partners e.g. Lower Frenchman Water User Corporation, West Flat Irrigation Corporation, other orders of government.	RM of Val Marie Partners as identified	2019-2022 On-going
b. Highlight importance of irrigation and dams to RM and share information.	RM of Val Marie	2019-2022 On-going
e. Further define RM's role in partnership and identified initiatives.	RM of Val Marie	2019-2022 On-going



2. Responsible Growth and Development

Overall Goal: Ensure a balance of land uses and development including the preservation of agricultural and environmentally sensitive areas.

Objective: To update and adopt the Official Community Plan, Zoning Bylaw, maps, and related tools.

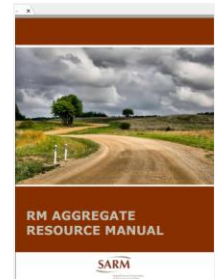
Actions	Who is Involved?	Timeline
a. Hire professional planner/planning firm to update Official Community Plan (OCP).	RM of Val Marie Professional	2019-2020
b. Engage Council, administration, community members, and stakeholders to confirm policies, regulations, and maps.	RM of Val Marie Surrounding C communities Grassland National Park (GNP) Other stakeholders Professional	2019-2020
c. Align draft OCP and Zoning Bylaw with Strategic Plan and other municipal documents.	RM of Val Marie Professional	2019-2020
d. Incorporate agricultural lands map review (Strategic Priority 1), feedback from Council, administration, community, and stakeholders and finalize OCP, Zoning Bylaw, maps, and related tools.	RM of Val Marie Professional	2019-2020
e. Prepare for planning tools for adoption.	RM of Val Marie	2020
f. Approval process as per <i>The Planning and Development Act, 2007</i> .	RM of Val Marie	2020

Objective: To create policies related to aggregate extraction, oil and gas or pipeline, road use, and hauling.

Actions	Who is Involved?	Timeline
a. Review best practices and examples of other aggregate extraction policies from other communities. This includes policies related to public and private gravel pits, oil and gas, and pipelines, and hauling.	RM of Val Marie	2020-2021
b. Draft an extraction policy and road hauling policy that includes specific needs for the RM.	RM of Val Marie	2020-2021
c. Provide opportunity for input.	RM of Val Marie	2020-2021
d. Finalize the extraction policy and road hauling policy and adopt.	RM of Val Marie	2020-2021
e. Create information materials to educate about the new policies.	RM of Val Marie	2020-2021
f. Distribute materials.	RM of Val Marie	2020-2021

Objective: To retain and attract residents and visitors.

Actions	Who is Involved?	Timeline
a. Use the website and other communications tools identified in Strategic Priority 5 to share information about the RM and surrounding area.	RM of Val Marie Economic Development Committee (EDC)	2020-2021 On-going



The Saskatchewan Association of Rural Municipalities (SARM) has developed an aggregate resource manual for RMs. This may be accessed at: <https://sarm.ca/+pub/File/RM%20Aggregate%20Resource%20Manual%20finalv1.pdf>

b. Identify places to share communication tools and promote the RM and surrounding area.	RM of Val Marie EDC	2020-2021 On-going
c. Work with neighbouring communities and partners on a retention and attraction strategy for the area.	RM of Val Marie GNP EDC	2020-2021 On-going
d. Distribute information and implement strategy.	RM of Val Marie GNP EDC	2020-2021 On-going



3. Managing our Assets: Infrastructure and Transportation Networks

Overall Goal: Provide safe infrastructure and transportation networks throughout the RM in an efficient manner.

Objective: To complete an Asset Management Plan.

Actions	Who is Involved?	Timeline
a. Review and update the RM asset register by Functional Area. Functional Areas include: <ul style="list-style-type: none"> • Transportation Services • Protective Services • Utility – Water • Recreation and Cultural Services • Heritage • General Government 	RM of Val Marie	2019-2022 and beyond One-two Functional Areas per year.
b. Undertake steps c-h for each of the Functional Areas.	RM of Val Marie	2019-2022 and beyond One-two Functional Areas per year.
c. Identify stakeholders and partners to meet with and discuss shared assets.	RM of Val Marie Neighbouring communities GNP Others as identified	2019-2022 and beyond One-two Functional Areas per year.
d. Meet with stakeholders and partners to discuss assets and Asset Management Plan components.	RM of Val Marie Others as identified	2019-2022 and beyond One-two Functional Areas per year.
e. Determine the life cycle costs.	RM of Val Marie	2019-2022 and beyond One-two Functional Areas per year.
f. Determine the levels of service.	RM of Val Marie	2019-2022 and beyond One-two Functional Areas per year.
g. Identify cost-effective management strategies. Prioritize roads, bridges, culverts, and other asset maintenance and upgrades.	RM of Val Marie	2019-2022 and beyond One-two Functional Areas per year.
h. Identify how the strategy will be incorporated into long-term financial planning.	RM of Val Marie	2019-2022 and beyond One-two Functional Areas per year.

Objective: To implement Asset Management Plan.		
Actions	Who is Involved?	Timeline
a. Begin to implement Asset Management Plan strategies.	RM of Val Marie	2022 and beyond
b. Review and update on regular basis.	RM of Val Marie	On-going
Objective: To develop specific road management policies.		
Actions	Who is Involved?	Timeline
a. As part of the Asset Management Plan's strategies for road networks, research best and promising practices related to road management policies and agreements.	RM of Val Marie	2021-2022
b. Identify policies that are best suited for the RM and stakeholders and partners based on discussions. This includes identifying when a road haul agreement is needed.	RM of Val Marie Others as identified	2021-2022
c. Draft the road management policy.	RM of Val Marie	2021-2022
d. Review with stakeholders and partners, and obtain input.	RM of Val Marie Others as identified	2021-2022
e. Finalize and adopt road management policies.	RM of Val Marie	2021-2022
g. Create informational materials to educate about new road policies.	RM of Val Marie	2021-2022
h. Distribute information through communication tools.	RM of Val Marie	2021-2022
Objective: To provide proper signage throughout the RM.		
Actions	Who is Involved?	Timeline
a. Complete sign map inventory and assess locations where signage (e.g. stop signs, yield signs, rural roads) is required in the RM.	RM of Val Marie	2019-2020
b. Search for examples of signage.	RM of Val Marie	2020-2021
c. Meet with stakeholders/partners to discuss signage initiative and gather input.	RM of Val Marie EDC	2020-2021
d. Identify signage prioritization areas over 5 years.	RM of Val Marie	2020-2021
e. Inquire with sign businesses for quotes.	RM of Val Marie	2020-2021
f. Adjust prioritization areas as necessary.	RM of Val Marie	2020-2021
g. Install signage.	RM of Val Marie	2020-2021



4. Emergency Services

Overall Goal: Provide accessible and quality emergency services.

Objective: To continue to work with neighbouring communities and partners to provide health care and emergency services.

Actions	Who is Involved?	Timeline
a. Meet with neighbouring communities and partners to review and update emergency service related agreements (fire, emergency response).	RM of Val Marie Neighbouring communities GNP	2019 On-going
b. Set up regular meetings with communities and partners such as the GNP and the Saskatchewan Health Authority to identify health service gaps and opportunities in the area (e.g. STARS Ambulance fueling station)	RM of Val Marie Neighbouring communities GNP	2019 On-going



5. Rural Revitalization and Tourism

Overall Goal: Promote our unique assets and attract new economic opportunities.		
Objective: To re-ignite the Economic Development Committee.		
Actions	Who is Involved?	Timeline
a. Contact previous Committee members and invite them to a meeting.	RM of Val Marie Village of Val Marie GNP Local organizations and businesses	2019
b. Potential for call-out for new members to join the Committee.	RM of Val Marie Village of Val Marie GNP Local organizations and businesses	2019
c. Facilitate a session to confirm vision, mission, and initiatives. Potential initiatives may include acting as a guiding committee for OCP and Zoning Bylaw process, tourism.	RM of Val Marie Village of Val Marie GNP Local organizations and businesses Others	2019
d. Explore and apply for funding to implement initiatives.	RM of Val Marie Village of Val Marie GNP Local organizations and businesses	2019 On-going
Objective: To create an RM website and brand to communicate and share information and updates about the community with residents and visitors.		
Actions	Who is Involved?	Timeline
a. Explore opportunities to develop a website for the RM. This includes discussions with potential partners (e.g. Economic Development Committee members). This may also include hiring marketing expertise.	RM of Val Marie EDC Marketing expertise	2020
b. Engage with partners and community members to gather input on design of website including content, layout, and potential for other communication tools.	RM of Val Marie EDC Community members Marketing expertise	2020
c. Utilizing feedback, design website.	RM of Val Marie Marketing expertise	2020
d. Share proposed website with partners and communities for input.	RM of Val Marie EDC Community members Marketing expertise	2020
e. Finalize website and activate.	RM of Val Marie EDC Community members Marketing expertise	2020

f. Distribute information and communications about new website.	RM of Val Marie EDC Community members Marketing expertise	2020
Objective: To undertake an agricultural tourism initiative.		
Actions	Who is Involved?	Timeline
a. Invite local organizations, businesses, stakeholders, and community members to participate in an agricultural tourism initiative. This may include marketing existing tourist attractions and/or undertaking a study that identifies specific agricultural tourism opportunities e.g. horse back riding, experience working in the farm operation, others.	RM of Val Marie EDC Community members	2021
b. Explore funding opportunities to support agricultural tourism study and initiatives.	RM of Val Marie Other partners	2021
c. Use website and other communications to market tourism opportunities.	RM of Val Marie Other partners	2021



6. Innovation and Technology

Overall Goal: Provide alternative and innovative technology solutions.		
Objective: To advocate for dependable communication technology services.		
Actions	Who is Involved?	Timeline
a. Identify stakeholders and partners to meet and discuss communication technology needs and potential funding opportunities.	RM of Val Marie Community members GNP Others as identified	2020
b. Document identified communication needs in the area and potential partnership opportunities (e.g. cost sharing for infrastructure).	RM of Val Marie	2020
c. Meet with SaskTel and other identified communication providers to share needs in the area and discuss potential opportunities.	RM of Val Marie SaskTel Others as identified	2020 On-going
d. Confirm communication technology plans.	RM of Val Marie Others as identified	2020
e. Continue lobby efforts to enhance technology services.	RM of Val Marie Others as identified	2020 On-going
Objective: To explore and identify waste management options in the RM.		
Actions	Who is Involved?	Timeline
a. Investigate best practices for rural waste management.	RM of Val Marie	2019
b. Arrange a meeting with the Ministry of Environment to discuss potential options for waste management in the RM.	RM of Val Marie Ministry of Environment	2019
c. Work with the Ministry of Environment, community members, neighbouring communities, and other stakeholders to determine most suitable waste management option.	RM of Val Marie Ministry of Environment Community members Neighbouring communities	2019-2020
d. Explore funding opportunities to off-set costs.	RM of Val Marie Others as identified	2019-2020
e. Create a proposal package outlining the waste management option and submit to the Ministry of Environment for approval.	RM of Val Marie	2020-2021



7. Being Good Neighbours

Overall Goal: Maintain local autonomy while supporting and participating in collaborative efforts with neighbouring communities and partners.

Objective: To maintain positive working relationships with neighbouring communities.

Actions	Who is Involved?	Timeline
a. Continue to meet with the Village of Val Marie and other neighbouring municipalities to review and update joint bylaws and agreements.	RM of Val Marie Neighbouring communities	2018 On-going
b. Make any changes necessary.	RM of Val Marie Neighbouring communities	2018-2019 On-going

Objective: To strengthen relationship with Grasslands National Park.

Actions	Who is Involved?	Timeline
a. Continue discussions with the GNP including one-on-one meetings and through committees.	RM of Val Marie GNP	2018 On-going
b. Review and update agreements such as servicing and road maintenance agreements.	RM of Val Marie GNP	2018 On-going
c. Discuss future initiatives between the RM and Park.	RM of Val Marie GNP	2018 On-going

Objective: To participate in the South West Municipal Government Committee and maintain open communications with neighbouring communities.

Actions	Who is Involved?	Timeline
a. Attend the South West Municipal Committee meetings. There is also an opportunity for the RM to invite surrounding communities and partners to meet.	RM of Val Marie Neighbouring communities GNP	2018 On-going
b. Facilitate a meeting to discuss updates in each respective community and at the Park.	RM of Val Marie Neighbouring communities GNP	2019 On-going
c. Potential to expand on work by the Economic Development Committee, and facilitate a discussion with neighbouring communities and partners about regional challenges and opportunities (e.g. lagoon development, bylaw enforcement, others).	RM of Val Marie Neighbouring communities GNP	2019 On-going
f. Explore opportunities for regional bylaw enforcement.	RM of Val Marie Neighbouring communities GNP	2019-2020 On-going
d. Explore funding for identified bylaw enforcement and other regional initiatives.	RM of Val Marie Neighbouring communities GNP	2020 On-going
e. Implement initiatives.	RM of Val Marie Neighbouring communities GNP	2020 On-going

7 Monitoring and Evaluation

Successful implementation of any plan includes monitoring and evaluating progress of the actions over time. It is recommended the Strategic Plan is reviewed internally every year to track successes and areas that require attention, and every five years to complete a comprehensive review and develop a new Strategic Plan.

To assist with monitoring and the evaluation of this Plan, some indicators have been provided below for each Strategic Priority:



1. Agricultural Sustainability and Diversification

- ✓ Official Community Plan, Zoning Bylaw, and related maps adopted.
- ✓ Funding provided to farmers and ranchers for management and stewardship of species.
- ✓ Increase in the number of agricultural related businesses.
- ✓ Long-term sustainability plan in place for irrigation and water conservation.



2. Responsible Growth and Development

- ✓ Official Community Plan, Zoning Bylaw, and related maps adopted.
- ✓ Number of development permits.
- ✓ Number of road use and hauling agreements in place.
- ✓ Increase in population for the region.
- ✓ Increase in visitors to region (e.g. number of stays at accommodations, GNP, restaurants)



3. Managing our Assets: Infrastructure and Transportation Networks

- ✓ Asset Management Plan adopted.
- ✓ Enhancements completed to infrastructure and transportation networks.
- ✓ Number of road agreements in place.



4. Emergency Services

- ✓ Updated emergency service related agreements.
- ✓ Increase in the number of services available to the community and area.
- ✓ Increase in number of meetings with partners.



5. Rural Revitalization and Tourism

- ✓ Active participation on the Economic Development Committee.
- ✓ Number of initiatives and activities completed.
- ✓ Increase in the number of signs throughout the RM.
- ✓ Website completed.
- ✓ Number of visits and interactions through website.
- ✓ Number of agricultural tourism activities in the RM.
- ✓ Number of visitors to the RM for agricultural related tourism.



6. Innovation and Technology

- ✓ Positive feedback from community members and stakeholders about community technology and services.
- ✓ Implemented waste management.



7. Being Good Neighbours

- ✓ Increase in number of meetings.
- ✓ Number of regional initiatives.

Appendices

Appendix A – Potential Funding Sources

Below is a start of a listing of potential funding sources that are available to the RM and potential partners to help implement the Strategic Plan.

Title	Description	Deadline	Website	Funding
Canadian Agricultural Partnership CAP	The Canadian Agricultural Partnership is a five-year, \$388 million investment by federal and provincial governments in strategic initiatives for Saskatchewan agriculture. CAP provides funding in the areas of: Science, Research and Innovation; Environmental Sustainability and Climate Change; Risk Management; Value Added Agriculture and Agri-Food Processing; Public Trust; and Markets and Trade	Various	https://www.saskatchewan.ca/business/agriculture-natural-resources-and-industry/agribusiness-farmers-and-ranchers/canadian-agricultural-partnership-cap	Various
FCC AgriSpirit Fund	Provides funding to local governments for the construction of any facilities that is open to the community	TBA for 2019	https://www.fcc-fac.ca/en/in-your-community/giving-back/fcc-agrispirit-fund.html	Anywhere from \$5,000 to \$25,000
Joyce Gemmell Jessen Habitat Conservation Fund	Provides funding in support of preserving Saskatchewan's native flora and fauna	Coming in 2019	https://sscf.ca/jgj-habitat-conservation-fund/	TBA
Infrastructure Canada's Funding Programs	A number of federal funds available for infrastructure projects.	Various	https://www.infrastructure.gc.ca/prog/programs-inf-c-summary-eng.html	Various
Federal Gas Tax Fund Program	The federal Gas Tax Fund will provide an estimated \$613 million over the next ten years to help build local municipalities. Saskatchewan's allocation is \$292.7 million over the first five years from 2014-15 to 2018-19. The payments are based on a per capita basis and are to be used for municipal infrastructure and capacity building projects.		https://www.saskatchewan.ca/government/municipal-administration/funding-finances-and-asset-management/funding/federal-gas-tax-program/about-the-federal-gas-tax-fund-program#renewed-gas-tax-fund	Based on per-capita
Federation of Canadian Municipalities Green Municipal Fund	Provides funding and knowledge services to support sustainable community development. Funding support is provided for environmental initiatives that improve air, water, soil, and reduce greenhouse gas emissions. Initiatives that are funded include: <ul style="list-style-type: none"> • Plans; • Feasibility studies; • Pilot projects; and • Capital projects. 	Initial Review Form – March 1, 2019 Application (by invitation) – May 1, 2019 Funding for plans, feasibility studies, pilot projects, and brownfields capital projects are accepted year round.	https://fcm.ca/home/programs/green-municipal-fund/about-gmf.htm	Varies

Tourism Saskatchewan an Event Hosting Program	Provides financial assistance for event organizers, communities and organizations to grow the economy and promote a positive image of Saskatchewan as an event hosting destination.	Open from November 1, 2018 – February 28, 2019	https://industry.tourismsaskatchewan.com/apply-for-funding/event-hosting-program	
Community Initiatives Fund Community Grant Program	Provides grants to support programs and projects that fall under one of the following themes: <ul style="list-style-type: none"> • Health growth and development of children and youth; • Individual and community wellbeing; • Nonprofit and community leadership. 	Annual Grant – April 1 & October 1 Summer Grant – February 1	http://www.cifsask.org/grants	Annual grants: <ul style="list-style-type: none"> • \$25,000/Local project • \$50,000/Provincial project • Summer - \$5,000
SaskCulture Community Cultural Engagement and Planning Grant	Supports Saskatchewan municipalities and First Nations Bands wanting to explore and plan for the creative and cultural potential of their community through cultural engagement and planning initiatives.	February 15	https://www.saskculture.ca/programs/funding-grants/community-cultural-engagement-and-planning-grant	Four streams: <ul style="list-style-type: none"> • Research up to \$5,000 (100% contribution) • Engagement up to \$5,000 (100% contribution) • Development of a Culture Plan up to \$20,000 (50% of eligible expenses) • Implementation up to \$5,000 (50% of eligible expenses)
Culture Days Funding Assistance	Provides funding for events that would raise awareness, accessibility, participation and engagement to the art and cultural life in the community.	Every April 15 th	https://www.saskculture.ca/programs/funding-grants/culture-days-funding-assistance	Maximum of \$1,000 per event (if presented by 1 organization) Maximum of \$3,000 per event (if presented by 3 or more organizations)
SaskFestivals	Provides funding to festival organizations that promotes arts and culture	Every October 18 th	http://www.saskartsboard.ca/menu/grants/grant-programs/saskfestivals.html	Up to \$8,000
SEED Foundation	Provides funding to rural community groups for fundraising events associated with social causes, including arts and culture	Every January 15 th , April 15 th , July 15 th , and October 15 th	https://www.seedmaster.ca/seed/guidelines.php	Minimum of \$1,000 and maximum of \$5,000

Smart and Caring Fund	Provides funding for any projects that promote vibrant, healthy, and caring communities in Southern Saskatchewan	Every September 1 st	https://sscf.ca/smart-and-caring-fund/	Minimum of \$500 and maximum of \$2,000
Community Grant Program	Provides funding for sports, culture, and recreation programs	Every February 28 th	http://www.sasklotteries.ca/about-us/community-grant-program.htm	Minimum of \$250

Appendix B – Summary Notes from Strategic Planning Session #1

RM of Val Marie No. 17

Strategic Planning Session #1

Location: Municipal Office
Time: 1:00 pm – 4:00 pm
Facilitated by: Prairie Wild Consulting Co.

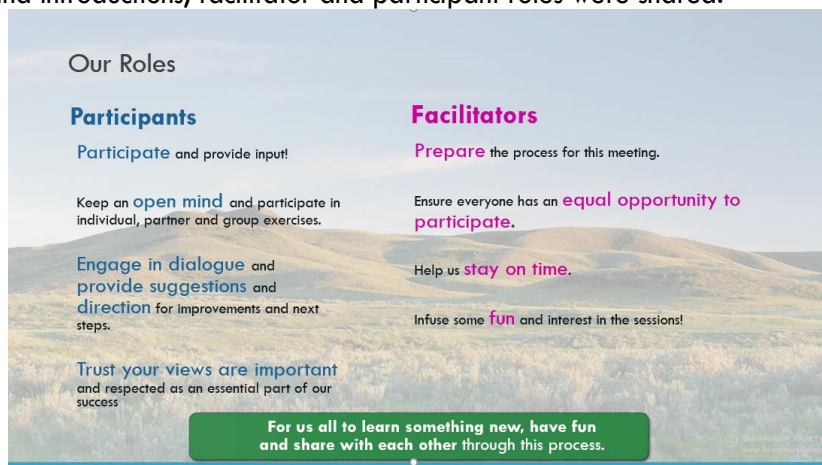
Purpose: On May 1, members of Council, administration, and the public works team were engaged in an afternoon session to identify challenges, opportunities, and priorities for the RM. This information would inform the RM's five year Strategic Plan. The session was facilitated by Prairie Wild Consulting Co.

The **agenda** for the afternoon was as follows:

- Welcome and Introductions
- Globally and Locally
- Strategic Planning Overview
- Current Lay of the Land
- Going Forward
 - Visioning and Direction
 - Getting to Action
 - Reflections
- Thank You and Next Steps

Welcome and Introductions

- Everyone was welcomed and a round of introductions were shared around the room.
- RM members were asked to take a few minutes and draw their favourite summer activity. They were then asked to pass it to their left and introduce their neighbour and the favourite activity they drew.
- As part of welcome and introductions, facilitator and participant roles were shared.



- It was shared that the framework that will be used for the strategic planning process is known as Appreciative Inquiry. This framework builds from strengths and opportunities and ensures everyone has input into the process.
 - Some tools used under the framework include the Agreement Gauge and Foundations for Success.
- RM members were asked if they had any expectations or questions for today's session. Below is a summary of the responses:
 - If you don't write your history, someone else writes it for you
 - Ranching may change radically
 - Need local governments to be in place to guide administrators
 - It is important to have an Official Community Plan in place and to identify flood prone areas
 - Experiences shared of knowing other communities who have lost control because they did not have their plans in place

Globally and Locally

- RM members were asked to share what is affecting the community and area right now on an international level, provincial level, and regional/local level. The responses are summarized below.

International	Provincial	Regional/Local
<ul style="list-style-type: none"> • Politics <ul style="list-style-type: none"> ○ Trump <ul style="list-style-type: none"> ▪ Trade, beef, • Policies <ul style="list-style-type: none"> ○ Trudeau <ul style="list-style-type: none"> ▪ Carbon tax – gas going up ▪ Pipelines – cannot get oil to market • Regulations <ul style="list-style-type: none"> ○ Environmental <ul style="list-style-type: none"> ▪ Species at Risk • Perception / Reality <ul style="list-style-type: none"> ○ A & W bashing beef ○ Agriculture ○ Environmental activists • Land ownership <ul style="list-style-type: none"> ○ Canada Pension Plan owns a lot of land in RM ○ LOs holding onto land and wanting to retire (waiting for better price), young guys wanting new land ○ Local vs. away • Transportation issues <ul style="list-style-type: none"> ○ Problems with the railway ○ B-trains ○ Highways upgraded to a point 	<ul style="list-style-type: none"> • Service reliability <ul style="list-style-type: none"> ○ Cell service ○ Internet service <ul style="list-style-type: none"> ▪ ExploreNet is not good • Access to information <ul style="list-style-type: none"> ○ In a coverage dead zone ○ Media and local news ○ Hard to access it (spotty or no internet/cell) ○ Newspapers ○ No way to get to the halls of power anymore <ul style="list-style-type: none"> ▪ No newspaper to write it to ○ Wait until others tell us • Environmental regulations <ul style="list-style-type: none"> ○ Bailer twine • Funding <ul style="list-style-type: none"> ○ Provincial funding is going down ○ Raise your mill rate <ul style="list-style-type: none"> ▪ Tax going up ○ “Downloading” ○ Offloading ○ Amalgamation <ul style="list-style-type: none"> ▪ Only one thing in mind – getting rid of local government <ul style="list-style-type: none"> • Not costing, efficiencies ▪ Central authority does not want to deal with ▪ Takes control away ▪ Intermunicipal cooperation <ul style="list-style-type: none"> • There is a lot of cooperation • Does not affect Val Marie right now, they’re about the size of 4 municipalities • Village and RM joint office <ul style="list-style-type: none"> ○ Sharing employees ○ Village Foreman ○ Stuck in the middle of destinations <ul style="list-style-type: none"> ▪ Traffic travelling outwards from the RM, not inwards 	<ul style="list-style-type: none"> • Beyond RM and Village • Getting a new incinerator instead of a new landfill <ul style="list-style-type: none"> ○ Trial <ul style="list-style-type: none"> ▪ Joined with group of municipalities ○ Incinerator instead of landfill • Weed management area • National Park <ul style="list-style-type: none"> ○ What is going to be expected of us • Irrigation <ul style="list-style-type: none"> ○ At the crossroads <ul style="list-style-type: none"> ▪ 2-3 directions irrigation may go ○ May lose the irrigation because they may not be able to afford it • Pastures <ul style="list-style-type: none"> ○ Run by owners who bought into it as private corporation • Traffic on roads <ul style="list-style-type: none"> ○ Highways slated to be finished to end of the flat by Val Marie • “Tourists” <ul style="list-style-type: none"> ○ Those moving to country from an urban environment ○ Picturesque view ○ Roads vs. trails ○ Rural education is needed for modern age • Bridges servicing the park <ul style="list-style-type: none"> ○ Standards of bridge construction ○ Infrastructure

Strategic Planning Overview

- It was shared that a strategic plan is not a regulation or policy, it is a strategy.
- It is the highest level of planning at the municipal level.
- Strategic Plans identify priorities, sustainable goals, and targets.
- Important to consult with the public and stakeholders in this process.
- A number of examples of strategic plans and corresponding priorities were shared.

- Break -

Current Lay of the Land

- Members were asked to document on the provided sticky notes what are some of the **key issues** in the RM that come to mind for you? A conversation was facilitated amongst the group. A summary of the sharings are provided below. The bolded **Rs** indicate there is regulation related to the identified priority.
 - Roads, roads, roads
 - Road management
 - Tourism planning
 - Signs
 - Healthcare
 - Tourists not knowing anything about traveling in the country
 - Long term financial planning
 - Landfill
 - Agriculture-based -**R**
 - Tourism
 - “Asset management AHHHH!”
 - Need a plan to know what we have, long range
 - Health
 - Hospital in Climax
 - Slowly taking out everything, removing one service at a time
 - Next place is Shaunavon or Swift Current
 - Doctor’s office
 - Theory – going to centralise healthcare into Swift Current,
 - What would you want to say as a council?
 - Flip this into something you want to see happen?
 - Need to be realistic
 - Val Marie had a hospital, not getting it back
 - STARS and Parks Canada
 - Ambulance support
 - SARM
 - Roads – **R**
 - Outdated
 - Don’t have any
 - Maintenance
 - Equipment, trucks
 - Quality of construction value for transportation, travel, hauling
 - Not about building roads for weight
 - 2/3 of traffic is going too fast and too heavy
 - More about enforcement
 - Provide adequate level of service – longest running road with least service
 - Prioritization of roads (hierarchy of roads)
 - What helps keep your roads in place?
 - Border crossing (services, commodity, tourist grounds of the US)
 - Parks
 - Priority of council
 - Fee for service, whether you can or cannot
 - Parks Canada
 - Thinking of the place as a living entity

- Worry about speeds (not loads)
 - Internal debate about whether or not they want seasonal roads
 - Wanting to work with the Park and ranching community on roads (servicing agreement – access and transportation)
 - What are roads primarily used for?
 - Roads for agriculture
 - Think about your upgrades
 - Regulations are in place
 - You need to be able to do what you do
 - Right to farm?
 - Already there, need to reference it
 - Municipal roads
 - There as a priority
 - No roads that need to be taken away
 - Road management policies, traffic, heavy vehicles, widths
 - Most of our roads are adequate
- Gravel
 - Statements of Provincial Interest
 - No gravel extraction policies
 - Need this
 - Most municipalities need permits to use gravel, only to be used in their municipality
 - What if they run out?
 - Gravel as a resource
- Culverts
 - Outdated, buried, too small, etc.
 - Asset management
- Tourism – **R**
 - Is it a priority to council?
 - Yes and no
 - Could be a priority depending who asks
 - Only access to National Park is through municipal roads
 - Brings business here
 - 18,000 came through park in 2017
 - Free admission, 2018 going to have similar numbers to 2016?
 - Looking back
 - Village was booming when the Park first opened up
 - Dark Sky
 - Complaints to turn lights off
- Species at Risk – **R**
 - Affects agriculture
- Village Lagoon – **R**
 - Need a new lagoon
 - Working intermunicipal
 - If the Village folds, RM gets the lagoon
 - Local governance thing
 - In the OCP (in between the lines) and in strategic plan
 - Intermunicipality
 - RMs can say they will do whatever they can to keep the Village afloat
 - Want autonomy of Village
- Other municipalities
 - Village itself
 - Want Village to continue
 - Leftover infrastructure
 - Hamlet cleanup happening right now
 - Good neighbours

- Being accommodating
 - Amalgamation worries
 - Create better neighbours, do not need to be under one household
 - Intermunicipal wanting roads to stay
- Irrigation
 - Development along lake
 - Be proactive on keeping dams?
 - If irrigation stops, some people may want dams to come out (environmental)
 - Irrigation is federal currently
 - Dams have gone provincial
 - What if we go pivot irrigation?
 - Tourism and community economic development together
- Water
 - E.g. Vanguard flooding, LIDAR, LIRA
 - 1-in-500 year flood
 - What is your number one priority of water?
 - Besides life
 - In drought-prone area
 - Example: we are the Alternate RM Council
 - Want the Dark Sky,
 - We support agricultural sustainability because it works in the best interest of environment and tourism
 - Two dams
 - Provide water for feeding livestock
- Energy
 - Statements of Provincial Interest
 - Parks Canada is the only place with true protection
 - All provinces have SPLs tied to
 - Agriculture vs. energy as a top priority helps the environmental front
- Change in residential makeup
 - Growth or sustaining population
- Funding
 - More funding for small towns and businesses
 - Grants from the government
 - Local governance
- Asset management
 - This is important
 - You want to write your own book
 - Define your own culvert sizes, what you need in roads, etc.
 - Do not start hiring an external company
 - Get your internal folks doing this
 - Throw it into an Excel database
 - Something you can manage
 - You know how to manage your assets better
 - Roads, culverts, community halls, office, human resources
 - E.g. Parks Canada
 - Marking off assets that aren't there
 - A nonexistent subdivision by a bridge that no longer exists
 - Universally-scaled
- Signs
 - Tourism
 - Not sure where to go
 - SARM was supposed to be a partner to do a provincial wide initiative
 - Nothing is mapped properly
 - More difficult with ISC being sold off

- Wayfinding
 - With the province
 - Tourism
 - Economic development
 - Dams
 - Have to stay
 - Bridges
 - Engineering standards
 - Part of the roads system
 - Can't have bridges without roads
 - Technology and innovations
 - Amazon Prime
 - Mapping beyond the Park?
 - Something that looks at bridges beyond the Park?
 - Looking at engineering standards
 - Garbage
 - Incinerator
 - Will it get approved?
 - Maybe - depends what the Provincial elected officials share back
 - Landfill
 - Argue it as innovation and technology
 - Cost effective
 - Cheaper than trucking
 - Sustainable
 - Deal with at local level and reduce carbon footprint
 - Drought, flood cycle
 - Get your strategy plan in place
 - We help you do this
 - Asset management
 - Complete this and then the RM can write the OCP
 - 1-in-500-year flood
 - Cost effective technology
 - Identify scale, size of culverts
 - Temporary permanent development
 - Caveats vs. restriction
 - If you develop here, it is at your risk
 - Conjecture
 - Nothing to do with flooding and everything to do with safety
 - Trying to prevent the mistake from happening
 - Risk management plan
 - Infrastructure asset management plan
 - Potential strategy to assist with flood mitigation
 - Get the culverts in, roads sized appropriately,
 - Intermunicipal agreement (interagency agreement with the Park)
 - We have done our best with flows on our end
 - If you want an accessory building, you take the risk of it falling into the river
 - It is how we write the policies
 - Strategy Plan, Asset Management, OCP, Zoning
 - Permissive unless major change
 - Accessory buildings would be “permanent-temporary” buildings
 - Other identified challenges
 - Economic Development Committee
 - Cannot get a quorum at a meeting
 - Safety
 - Do not want to put the farmers at risk
 - Restricted access

- Do not want to drive equipment 50-100 km out of the way
 - Population is aging
- OCP
 - Needs to be updated
 - Refreshed
- What is the 1-in-500-year flood
 - Invite community members to participate to illustrate where the flood prone areas are based on local wisdom and experience
 - Show us where the flood areas are
 - 1952 was the biggest flood ever, dam break
 - Only one guy left who was alive at the time
 - Village did not go under water
 - Some communities have had a 1-in-500-year flood 2 years in a row
 - Wanting to go 1-in-1000-year flood
 - Different if you're living in it
 - If you wanted to rebuild your house, they'll ask you to do a Geotech survey
 - What to ask for
 - If we get mapping out, what you want to rebuild/build better, roads to better standard, etc.
 - Where could you divert water, where could it go?
 - Parks Canada
 - They are your friend
 - They might pay for the study
 - Co-fund your OCP
- Bridges
 - One is in the Park, one is not
 - An agreement in writing of what they are going to do and who is going to pay for what
- Funding
 - Climate Change funding
 - Allows you to fund plans, policies, and strategies
 - Allowed to stack
 - Allowed to dip in more than once
 - Old barn turning into a regional landfill
 - Climate change policy
 - Need one around here
 - Align your strategy plan, asset plan (lands, roads, culverts), how to maintain and replace them
 - Main Street program
- Community engagement
 - Probably some great ideas out there we haven't heard
- Flooding history
 - Had an opportunity to work with the Park on flood mapping
 - Flooding can be controlled with conversations
 - Only time flooding really hits hard
- Strategies moving forward
 - Agriculture at the top
 - Planning for the local
 - Do this within 1-3 years
 - OCP and Zoning needs to be updated

Next Steps

- Draft and circulate a community survey.
- Draft Strategic Plan based on today and input from the community through the survey.
- Come back and meet with RM to share the learnings and finalize the strategic goals and priorities.
- Finalize strategic plan and prepare for approval.
- Celebration and implementation.

Thank You!

Appendix C – Community Survey

The RM of Val Marie is seeking your input. Your voice will help to inform a strategic action plan to guide the RM over the next 10+ years.

We would appreciate you answering this survey. It will take approximately 5-7 minutes depending on your answers. Your individual responses will be kept in confidence and protected when used in aggregated (grouped) form in documents shared with the community. Thank you for contributing to this process.

1. In one or two words, what do you **like best about the RM of Val Marie?**

First word...	Second word...	and...

2. In one or two words, what do you **like best about the wider area that includes the RM of Val Marie, the Village, and surrounding communities?**

First word...	Second word...	and...

3. In a few words, what do **you most appreciate about the connection between the RM of Val Marie and the National Grasslands Park?** Please share any and all points you'd like to make about this relationship [connection].

What I appreciate most about the connection between the RM and the National Park is

4. Based on your experience and learnings, **what are three key opportunities you see the RM of Val Marie working on:**

Opportunity 1:
Opportunity 2:
Opportunity 3:

5. Given what you have shared so far, in a few words, **what is the best impression you want this area to make over the next 10 years?**

Best impression:

6. More specifically, what are some **specific strategies/actions** you may suggest for the RM of Val Marie regarding the following:

Agriculture:	Tourism:	Health and Wellness:
Infrastructure (e.g roads, bridges, culvert):	Aggregate Resources (e.g. gravel):	Technology and Innovation:
Environment and Sensitive Areas (e.g. air):	Waste Management:	Inter-Municipal Cooperation and Community:

Other:

7. Please share any **other thoughts, ideas, and comments for the RM of Val Marie** below:

To help us quantify this information, please assist us by filling out the following:

8. Age: Under 18 18-29 30-39 40-49 50-59 60-69 70+

9. Gender: Male Female Third Gender Prefer not to say

10. Please share which municipality you live in?
 In the Village, Town, or City of _____
 In the RM of _____; please identify which Division: _____
 Elsewhere, please specify: _____

Please provide your completed survey before **July 15** by either:

- Dropping it off to: the RM Municipal Office (112 Railway Avenue East);
- Emailing it to: samantha.mark@prairiewildconsulting.ca; or,
- Mailing it to: Prairie Wild Consulting Co., 233 Avenue C South, Saskatoon, SK, S7M 1N3.

Stay tuned for other activities related to this process (e.g. BBQ)!