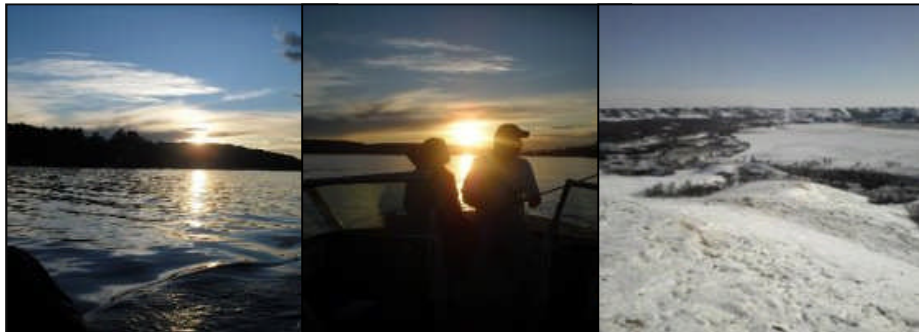


# Buffalo Pound Community Councils (BPCC)

## Community Action Plan 2011



For participating communities of:

Resort Village of South Lake, Resort Village of North Grove,  
Resort Village of Sun Valley, Hamlet of Parkview, Hamlet of Sand Point Beach,  
Rural Municipality of Dufferin No. 190, Rural Municipality of Marquis No. 191

Facilitated by  
Municipal Capacity Development Program



Created: May 24<sup>th</sup>, 2011  
Updated: January 24<sup>th</sup>, 2012

## **Buffalo Pound Community Councils (BPCC)**

The Buffalo Pound Community Councils is a group of communities around Buffalo Pound Lake in South Central Saskatchewan who saw a need to create consistency and unity in planning and municipal services for the small lake communities. The BPCC comprises of the Resort Village of North Grove, Resort Village of South Lake, Resort Village of Sun Valley, Hamlet of Parkview, Hamlet of Sand Point, Rural Municipality of Dufferin No. 190, Rural Municipality of Marquis No. 191 and North Shore Estates.

## **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.

## **Background**

In 2010, the small communities around Buffalo Pound Lake began holding open forums to discuss issues and opportunities, and attending information sessions from a variety of organizations including the RCMP, the Ministry of Municipal Affairs Community Planning branch and the Saskatchewan Watershed Authority. The Resort Village of South Lake contacted MCDP in February 2011 expressing an interest in furthering the direction of the inter-municipal group by undertaking a Community Action Plan and developing a Memorandum of Understanding.

## Introduction to Community Action Planning: Purpose and 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 not to respond to short term fluctuations. The purpose of the Community Action Plan is to:

### Part I

- Provide an opportunity for dialogue and learning from all participants.
- Discuss sustainable planning and its benefits.
- Create a common 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 strategies that align with the mission of the organization and the communities involved to turn challenges into opportunities
- Provide practices and tools to support each other in planning for the area.

### Part IV

- Evaluate the progress made and the successes achieved and adapt the process for the future

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 YOUR FOCUS

Part I of a Community Action Plan provides BPCC a chance to look to its future and decide what it will look like. What vision do you have in your head, what is your mission and what values will you uphold as part of the BPCC?

### Vision Statement

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

Buffalo Pound Community Councils Vision Statement:

***“The vision for BPCC is to be a group of small communities with a strong united voice striving for growth while maintaining a relaxing lake atmosphere.”***

### 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 the BPCC 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?”

Buffalo Pound Community Councils Mission Statement:

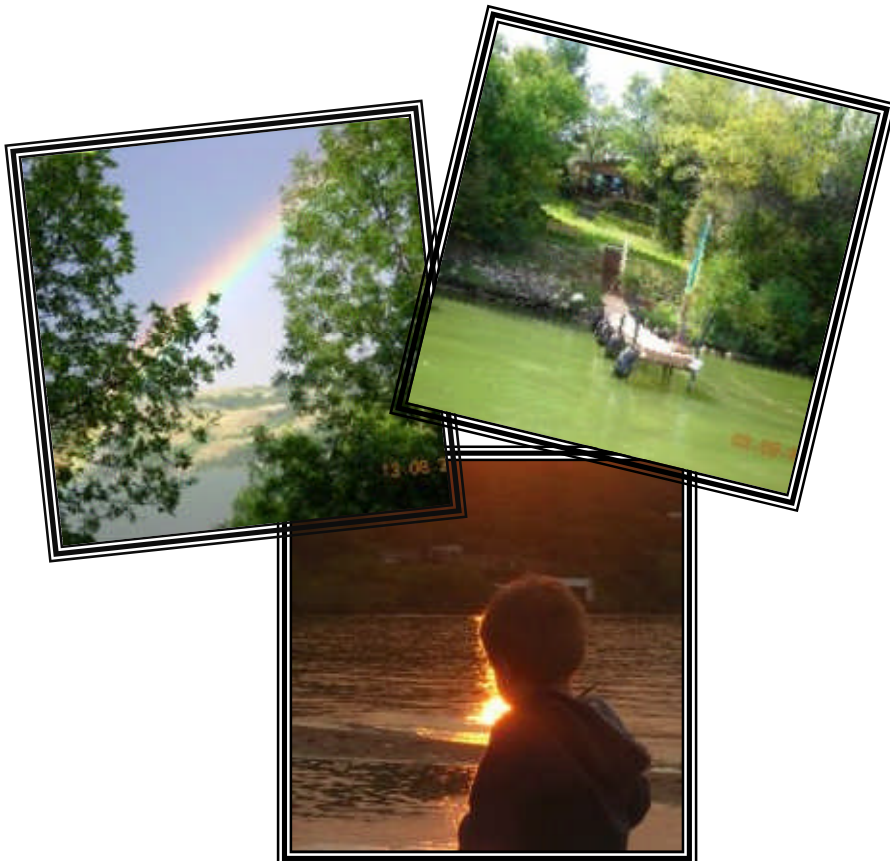
***“To address common issues and opportunities as a united voice by developing consistent ideas and sharing information for the future accomplishment of community goals and growth potential”***

## 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.

Buffalo Pound Community Councils Values:

*“Create **Transparency** by conducting **open, honest and respectful** communication and **listening** to others shared ideas and goals.”*



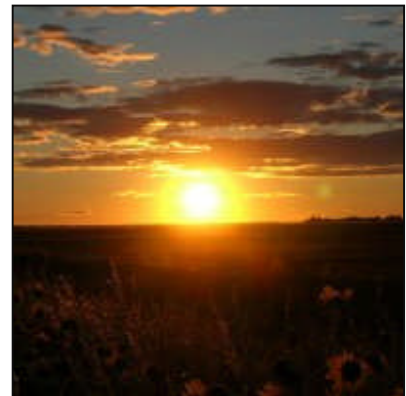
## PART II – ASSESSING YOUR SITUATION

Once an organization has a picture of their future, they need to return to the starting line and figure out the way to that picture by understanding where they are starting from. What current regional assets and attributes are valuable in achieving future success, what challenges can be turned into opportunities and which are the most important to address first?

### Envisioning Regional Assets and 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 BPC region that they would like to remain over the next 20 years and consider valuable to the planning process.

- Freedom to relax without neighbours dictating how to run your property
- The actual lake
- Small community atmosphere
- Strong volunteerism
- A social environment where everyone gets along
- Aesthetically pleasing
- Recreational
- Nature
- The quality and way of life
- Close proximity to Moose Jaw
- Ability to grow while maintaining the freedom to stay the same size and maintain sustainability



### Identifying Challenges and Opportunities



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

- Not even on the map
- Varying Bylaws between communities
- Environmental Management - sewer, lake levels, water quality
- Consistent Planning and Development - (small number of developers play municipalities off each other)
- Applying for government grant funding
- Sharing equipment and human resources - agreements
- Economies of Scale - Contract services - i.e. garbage pick up, road maintenance
- Building inspections
- Infrastructure - lagoons, Saskwater is getting into the sewage business
- Assist regional Hamlets to be incorporated or be able to join with the Resort Villages in Planning
- Shared Committees - Emergency Measures (EMO), Appeals

### Prioritization

Prioritization of the issues and opportunities will assist the BPCCC in creating focus around the steps they will need to reach their vision. The Committee combined the list of issues and opportunities into five priorities areas:

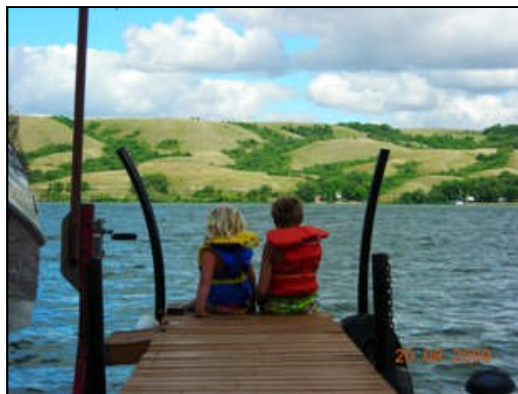
Priority #1 - **Consistent Planning and Development** (*bylaws, planning authority*)

Priority #2 - **Environmental Management** (*lagoon, lake levels, water quality*)

Priority #3 - **Financial Resources** (*government grants, contracted services*)

Priority #4 - **Infrastructure** (*road maintenance*)

Priority #5 - **Shared Municipal and Human Resources** (*EMO, Appeals, Building inspection*)



## PART III – PLANNING YOUR 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 also important tools to ensure a group remains on track of reaching their goals and accountable to their vision.

During the August 30<sup>th</sup>, 2011 discussion, the committee developed the goals and objectives for the five priority areas and the indicators for how to measure the progress of implementation. For all the goals the baseline measure has been set at zero. Some benchmarks and targets were identified but will need to be discussed further with council members before these measures can be complete.

### Goals and Objectives

**Priority:** **Consistent Planning and Development**  
**Goal:** *Deliver consistent and regulated planning and development for continuity and predictability*  
**Objectives:**

- Create a District Planning Commission
- Review and Revise all Municipal Bylaws for consistency

**Priority:** **Environmental Management**  
**Goal:** *Procure environmental management strategies for protection of future generations*  
**Objectives:**

- Explore the development of a lagoon
- Improve communication and advisory consultation with all levels of government related to lake levels and water quality

**Priority:** **Financial Resources**  
**Goal:** *Provide optimal shared financial resources*  
**Objectives:**

- Access more grant dollars for municipalities involved
- Develop shared contract services for economies of scale



## Goals and Objectives Cont..

**Priority:** Infrastructure

**Goal:** Provide reliable, safe, and well maintained quality of infrastructure

**Objectives:**

- Jointly improve construction and maintenance of roads

**Priority:** Shared Municipal and Human Resources

**Goal:** Provide a consistent, cost effective and efficient approach to municipal and human resources

**Objectives:**

- Develop a Joint EMO (Emergency Measures Organization)
- Create a District Development Appeals and Assessment Board
- Create a standard building inspection
- Share and improve bylaw enforcement resources and processes

## Action Plan Worksheet

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

## *Buffalo Pound Community Council Action Plan Worksheet*

**Priority:** Consistent Planning and Development  
**Goal:** Deliver consistent and regulated planning and development for continuity and predictability

Objective	Activities (and sub-activities)	Lead (Who?)	Resources	Timelines
<b><i>Create a District Planning Commission – (Long term)</i></b>	Hold a educational meeting on planning	MCDP		
	Determine whether to hire staff vs consultant			
	Develop Job description/Request for Proposal			
	Advertise for planner			
	Interview planner			
	Determine timeline and undertake DOCP and Zoning Bylaws development	Planner		
	Develop a District Planning Agreement			
	Receive Ministerial Approval			
Appoint Board Members				
<b>Measures</b>				
<b><u>Indicator:</u></b>	<ul style="list-style-type: none"> <li><i># of approved Planning Agreements</i></li> <li><i># of zoning bylaws created/updated</i></li> <li><i># of DOCPs created and adopted</i></li> </ul>			
<b><u>Benchmark:</u></b>				
<b><u>Target:</u></b>				

Objective	Activities (and sub-activities)	Lead (Who?)	Resources	Timelines
<b><i>Review and revise all Municipal Bylaws for consistency (Short term)</i></b>	Each municipality submit all their bylaws			<i>March 2012</i>
	Group bylaws by type (i.e animal control, building)			<i>April 2012</i>
	Review grouped bylaws for consistency			<i>June 2012</i>
	Determine a set stand for each type of bylaws			<i>August 2012</i>
	Update bylaws			<i>October 2012</i>
	Approve bylaws			<i>January 2013</i>
<b>Measures</b>				
<b><u>Indicator:</u></b>	<ul style="list-style-type: none"> <li><i># of consistent bylaws approved</i></li> </ul>			
<b><u>Benchmark:</u></b>	<ul style="list-style-type: none"> <li><i>Review bylaws by July 2012, Update bylaws by November 2012</i></li> </ul>			
<b><u>Target:</u></b>	<ul style="list-style-type: none"> <li><i>All bylaws consistent and approved by February 2013</i></li> </ul>			

## Buffalo Pound Community Council Action Plan Worksheet

**Priority:** Environmental Management  
**Goal:** Procure environmental management strategies for protection of future generations

Objective	Activities (and sub-activities)	Lead (Who?)	Resources	Timelines
<i>Explore the development of a lagoon (Long term)</i>	Apply for feasibility study funding	<i>BPCC Secretary</i>		<i>May 2012</i>
	Create an RFP for feasibility study			
	Advertise RFP			
	Interview Consultants			
	Sign contract with consultants and begin study			
	Feasibility study provided to BPCC			
	Approve lagoon development			
	Locate additional funds for development			
	Generate a cost sharing agreement			
	Create RFP for development			
	Advertise, Interview and Hire			
Complete lagoon development				

### Measures

<b><u>Indicator:</u></b>	<ul style="list-style-type: none"> <li># of lagoons developed</li> </ul>
<b><u>Benchmark:</u></b>	<ul style="list-style-type: none"> <li>Feasibility study complete and approved</li> </ul>
<b><u>Target:</u></b>	<ul style="list-style-type: none"> <li>One lagoon developed by (date)</li> </ul>

Objective	Activities (and sub-activities)	Lead (Who?)	Resources	Timelines
<i>Improve communication and advisory consultation with all levels of government related to lake levels and water quality (Short term)</i>	Determine form of communication with stakeholders	<i>BPCC Committee</i>		<i>Feb 2012</i>
	Request a meeting to be set up with all stakeholders			
	Hold a consultation/information meeting			
	Agree upon terms and conditions of an advisory role			

### Measures

<b><u>Indicator:</u></b>	<ul style="list-style-type: none"> <li># of consultations invited to attend</li> <li># of decisions participated in</li> </ul>
<b><u>Benchmark:</u></b>	<ul style="list-style-type: none"> <li></li> </ul>
<b><u>Target:</u></b>	<ul style="list-style-type: none"> <li>Participate in all consultative meetings and decisions</li> </ul>

## Buffalo Pound Community Council Action Plan Worksheet

**Priority:** Financial Resources  
**Goal:** Provide optimal shared financial resources

Objective	Activities (and sub-activities)	Lead (Who?)	Resources	Timelines
<i>Access more grant dollars for municipalities involved in BPCC (ongoing)</i>	Create a list of projects requiring funding			
	Research funding for those projects			
	Apply for funding			
	Research potential funding organizations			
	Create a list of ongoing funding organizations			

**Measures**

<b><u>Indicator:</u></b>	<ul style="list-style-type: none"> <li>• % of available grants applied for</li> <li>• # of dollars through available grants</li> <li>• % of success based on grants applied</li> </ul>
<b><u>Benchmark:</u></b>	•
<b><u>Target:</u></b>	•

Objective	Activities (and sub-activities)	Lead (Who?)	Resources	Timelines
<i>Develop shared contract services for economics of scale (short term)</i>	Determine which services to share (questionnaire)			<i>March 2012</i>
	Develop cost sharing agreement			
	Recruit service providers			

**Measures**

<b><u>Indicator:</u></b>	<ul style="list-style-type: none"> <li>• # of shared contracts</li> <li>• % of dollars saved</li> </ul>
<b><u>Benchmark:</u></b>	•
<b><u>Target:</u></b>	•

## Buffalo Pound Community Council Action Plan Worksheet

**Priority:**      **Infrastructure**  
**Goal:**        *Provide reliable, safe, and well maintained quality of infrastructure*

Objective	Activities (and sub-activities)	Lead (Who?)	Resources	Timelines
<b><i>Jointly improve construction and maintenance of roads</i></b> <i>(Long term)</i>	Create a list of road projects for each community			
	Determine list of resources and supplies required			
	Determine feasibility of joint purchasing			
	Determine feasibility of shared human resources			
	Research and apply for available funding opportunities			
	Create a cost sharing agreement			
<b>Measures</b>				
<b><u>Indicator:</u></b>	<ul style="list-style-type: none"> <li>• # of updated roads</li> </ul>			
<b><u>Benchmark:</u></b>	<ul style="list-style-type: none"> <li>•</li> </ul>			
<b><u>Target:</u></b>	<ul style="list-style-type: none"> <li>•</li> </ul>			

## *Buffalo Pound Community Council Action Plan Worksheet*

**Priority:** Shared Municipal and Human Resources  
**Goal:** Provide a consistent, cost effective and efficient approach to municipal and human resources

Objective	Activities (and sub-activities)	Lead (Who?)	Resources	Timelines
<b><i>Develop a Joint EMO (Emergency Measures Organization) (Long term)</i></b>	Councillor Emergency Planning training (potential)			
	Develop standard emergency plans/template			
	Update or create mutual aid agreement			
<b>Measures</b>				
<b><u>Indicator:</u></b>	<ul style="list-style-type: none"> <li>• # of emergency plans create</li> <li>• # of mutual aid agreements updated/created</li> </ul>			
<b><u>Benchmark:</u></b>	•			
<b><u>Target:</u></b>	•			

Objective	Activities (and sub-activities)	Lead (Who?)	Resources	Timelines
<b><i>Create a District Development Appeals and Assessment Board (Short term)</i></b>	Determine which communities are going to be involved			<i>February 2012</i>
	Contact/invite communities to join			
	Update the DDAB Agreement			<i>March 2012</i>
<b>Measures</b>				
<b><u>Indicator:</u></b>	<ul style="list-style-type: none"> <li>• # of participating municipalities</li> <li>• # of DDAB Agreements created/updated</li> </ul>			
<b><u>Benchmark:</u></b>	•			
<b><u>Target:</u></b>	•			

## *Buffalo Pound Community Council Action Plan Worksheet*

### Shared Municipal and Human Resources Cont...

Goal: *Provide a consistent, cost effective and efficient approach to municipal and human resources*

Objective	Activities (and sub-activities)	Lead (Who?)	Resources	Timelines
<i>Create a standard building inspection (Long term)</i>				
<b>Measures</b>				
<u>Indicator:</u>	•			
<u>Benchmark:</u>	•			
<u>Target:</u>	•			

Objective	Activities (and sub-activities)	Lead (Who?)	Resources	Timelines
<i>Share and improve Bylaw enforcement resources and processes (Long term)</i>	Send a representative to Bylaw Training Workshop			<i>April 2012</i>
	Determine Staff vs contract bylaw enforcement officer (BEO)			
	Recruit BEO			
	Potentially develop a Regional Enforcement unit			
	Develop a Cost sharing agreement			
	Review bylaws requiring enforcement for consistency and update with BEO			
<b>Measures</b>				
<u>Indicator:</u>	<ul style="list-style-type: none"> <li>• # of infractions</li> <li>• # of complaints</li> </ul>			
<u>Benchmark:</u>	•			
<u>Target:</u>				

## NEXT STEPS

### Timelines

The timelines have been adjusted as of January 24<sup>th</sup>, 2012.

Action	Timeline
Initial Meeting	March 2011- <i>completed</i>
Community Action Plan Part I/II Meeting	April 2011 – <i>completed</i>
Community Action Plan Part III Meeting	August 2011 – <i>completed</i>
Community Action Plan finalization	September 2011 - <i>completed</i>
Communication Plan Meeting	November 2011 - <i>completed</i>
Implementation Meetings	January 2012– March 2012
Review Meeting	September 2012

### Memorandum of Understanding

- All participating municipalities must approve MOU and provide a resolution to BPC Secretary before the Official MOU Signing.

### Community Action Plan

- Each lead to complete their activities by the dates outlined.
- Update the Community Action Plan after each meeting to reflect the decisions made and completion of activities.

### Communication Plan

- Complete the communication tools outlined in the Communication Plan by the dates indicated.