



**Moose Jaw • Regina  
Industrial Corridor**

**#3, 1410 Caribou St. West  
Moose Jaw, Saskatchewan  
CANADA S6H 7S9**

**September 11, 2014**

**Saskatchewan Municipal Awards  
Room 1010, 1855 Victoria Avenue  
Regina, Saskatchewan  
S4P 2T2**

**RE: Saskatchewan Municipal Awards**

**To Whom It May Concern:**

Please find enclosed our nomination for the Saskatchewan Municipal Awards for the Committee's consideration.

The Moose Jaw-Regina Industrial Corridor is the first incorporated Corridor in Saskatchewan and have been working diligently to develop a strong plan to move forward to attract investment. The Corridor Committee has gained much knowledge which can be transferable to others.

We thank you for your consideration. If you have any questions please do not hesitate to contact me.

**Yours truly,**

**Judie Dyck PAg  
President & CEO  
Moose Jaw-Regina Industrial Corridor Committee Inc.  
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***Celebrating Municipal Excellence***

# Nomination Form

**Deadline:** 4:00 p.m., Thursday September 18, 2014

*Please attach all additional pages to this cover sheet when submitting your nomination.*

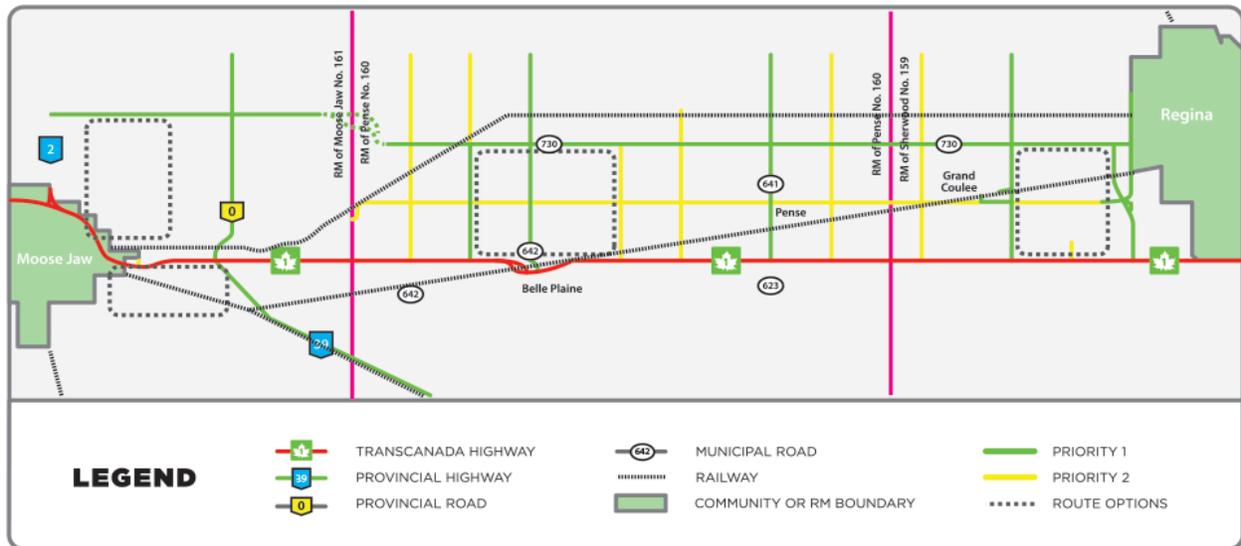
## Contact Information

<b>Nominee Contact Information</b>	
<b>Name of municipality (ies) being nominated:</b>	City of Moose Jaw; City of Regina; Village of Grand Coulee; Town of Pense; Village of Belle Plaine; Rural Municipality of Sherwood, No. 159; Rural Municipality of Pense, No. 160; and Rural Municipality of Moose Jaw, No. 161.
<b>Contact Name:</b>	Judie Dyck
<b>Telephone #:</b>	(306) 221-6954
<b>Mailing Address:</b>	#3-1410 Caribou St. West Moose Jaw, Saskatchewan S6H 7S9
<b>E-mail Address:</b>	<a href="mailto:judiedyck@shaw.ca">judiedyck@shaw.ca</a>
<b>Name of Nominated Project:</b>	Moose Jaw-Regina Industrial Corridor Committee Inc.
<b>Date Project or Practice Initiated:</b>	2009
<b>Date Project or Practice Completed:</b>	The Corridor Committee became a not for profit corporation May 2013. Project is a work in progress.

<b>Nominator Contact Information</b>	
<b>Name:</b>	Judie Dyck
<b>Organization:</b>	Moose Jaw-Regina Industrial Corridor Committee Inc.
<b>Position:</b>	President and CEO
<b>Mailing Address:</b>	#3-1410 Caribou St. West Moose Jaw, Saskatchewan S6H 7S9
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## The Moose Jaw Industrial Corridor

The Moose Jaw Regina Industrial Corridor stretches 65 kms east and west between and including the Cities of Moose Jaw and Regina. The Corridor is north and adjacent to the four-lane TransCanada Highway. Both railways are located here providing access to major markets east and west and also to the USA. This area relies on agriculture and agri-value processing, fertilizer production and mining (potash) and energy, with over 90% of the gas transported in Canada passing through this Corridor.



This area, in the heart of the prairies in Saskatchewan, holds 24% of the population and 20% of the GDP. Industrial employment nearly quadrupled over seven years, excluding construction jobs.

Belle Plaine Industrial Site Employment		
	2005	2012
Fertilizer	486	850
Transportation		1000
Other	50	107
<b>Total Corridor</b>	<b>536</b>	<b>1,957</b>

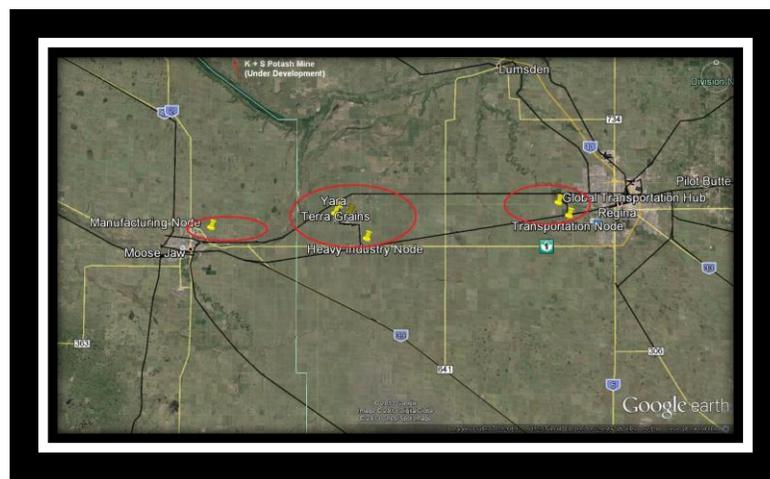
## A) The Practice

A progression of events led to the formation of the Moose Jaw-Regina Industrial Corridor Committee Inc., incorporated as a not-for-profit organization in 2013. The first incorporated Corridor in Saskatchewan. Over the last decades, a number of studies had been undertaken in the Corridor including the KPMG study in 2000 which identified the Belle Plaine area as one of the top heavy industrial sites in North America. These studies were timely and beneficial to the Corridor providing understanding of the potential for their region. It was not long after that Saskatchewan's economy began running on all cylinders, and so did the Corridor, particularly in four key economic sectors: agriculture and agri-value processing, fertilizer production and mining (potash), and transportation. Economic growth was challenging infrastructure and new housing development in the Corridor along with an increased population. The need to address these challenges resulted in a more concerted effort by the stakeholders to explore ways to ensure economic development and investment attraction occurred within the Corridor in a co-operative and co-ordinated manner. The Corridor group realized that to optimize economic development opportunities (more investment) it had to be first supported by more and better regional planning. That led to a number of initiatives.

### 1. Planning for Growth Initiative

The Planning for Growth study provided an overarching plan for the Corridor area:

- a. Policies will guide local development and action over the next 15 years.
- b. Land use policies will illustrate future land use concept plans and provide geographic references for Corridor policies. Currently land use includes agriculture, heavy industrial, manufacturing, energy and residential.
- c. Identified 3 key nodes within the Corridor – transportation hub at the Global Transportation Hub in Regina, heavy industrial park at Belle Plaine and light manufacturing, agri-value processing in Moose Jaw as illustrated below.



## 2. Strategic Planning and Marketing Report Initiative

The outcome of the strategic planning session identified five key areas for the Corridor Committee to further develop:

- a. Corridor Organizational Development
- b. Business Plan Gaps
- c. Work Plan and Capacity
- d. Governance Framework
- e. Branding and Marketing Collateral (Brochure, website, videos, events)

In the last five years a number of studies were conducted/supported by the Corridor:

### 1. Upper Qu'Appelle Water Conveyance Report (Investment Attraction)

This study (an initiative of the South Central Enterprise Region) explored a proposed plan to increase water flow between Lake Diefenbaker and Buffalo Pound Lake with a canal running alongside Highway 42, a pump station near Qu'Appelle, a balance reservoir and a spillway into Buffalo Pound. The area including the Corridor will require more water from Lake Diefenbaker to supply the increased demand for water from increased population growth, industrial expansion and future economic development in the agriculture (irrigation), energy and mining.

### 2. Pre-feasibility for a Greenhouse Study (Investment Attraction)

A consortium of international, national and provincial expertise including provincial ministries, crown utilities, industry stakeholders within the corridor and the Corridor Committee to develop a pre-feasibility study to grow vegetables under greenhouse with the options to utilize waste heat and carbon dioxide potentially from the stakeholders within the Corridor. The Corridor is an ideal location with its access to transportation and distribution.

## **B) The Process**

The organization of the Corridor was precipitated by the South Central Enterprise Region and the Regina Regional Opportunities Commission (RROC) who pulled the eight municipalities together to discuss working co-operatively in 2009. The following year saw the signing of the *Memorandum of Agreement* by the cities of Moose Jaw and Regina; the villages of Grand Coulee and Belle Plaine, the town of Pense and the rural municipalities of Sherwood, No. 159; Pense, No. 160 and Moose Jaw, No. 161. In 2012, the Enterprise Regions in Saskatchewan were no longer in existence and a valuable source of funding was gone. This was a critical time for the Corridor as the South Central Enterprise Region and RROC had played an important role in supporting the initiatives of the Corridor. Consequently, the municipal stakeholders, through much discussion and deliberation made the important decision for each municipality to contribute to a fund to continue their work. Then in 2013, the municipalities formed the

Moose Jaw-Regina Industrial Corridor Committee Inc., a not-for-profit corporation. Most recently in the summer of 2014 the Corridor hired a President and Chief Executive Officer to promote the Corridor, encourage economic development and investment attraction and work with all the stakeholders in the Corridor.

Members were key in the development of the project. Each municipal council had representation on the Committee and its members and support from their staff. Many hours of in-kind assistance were provided to and by the Committee, including legal work, managing projects, finance and accounting, meeting minutes and agendas and providing meetings space, to name a few examples.

Since its formation, the Corridor had on-going support as well from the South Central Enterprise Region (until 2012) and RROC who were integral in sharing a vision for cooperation. The provincial Ministries of Economy and Environment as well as the crown utility companies, such as SaskPower, SaskEnergy and SaskWater (Water Security Agency) were both accessible and assisted the organization.

The companies within the Corridor such as the Global Transportation Hub Authority, Loblaw's, and the Belle Plaine Heavy Industrial Park companies such as Mosaic, Yara, Terra Grains and K + S Potash (adjacent to Corridor) have supported the Corridor.

### The Mandate

The development of a mandate for the Corridor is as follows:

1. To identify industrial corridor priorities.
2. To encourage planned, orderly growth of the Moose Jaw-Regina Industrial Corridor.
3. To identify mutual municipal objectives and opportunities for inter-municipal collaboration
4. To advocate on behalf of member municipalities to provincial agencies regarding the Moose Jaw-Regina Industrial Corridor growth Initiatives and planning matters.
5. To ensure development needs for the Moose Jaw-Regina Industrial Corridor are met including:
  - a. Infrastructure development
  - b. Investment attraction
  - c. Supply of water
  - d. Utilities – sewer, water, power, gas, and telecommunications
  - e. Transportation network

### The Implementation Plan

As indicated above, studies had been undertaken but the importance, now armed with all this information, is to take action. A Next Step Action Plan was developed by the Corridor Committee:

1. Incorporation which was completed May 2013.
2. Communication Tools including a website and brochure, completed 2014.
3. Strategic launch of the Corridor underway for November 2014.
4. Hiring of a President & CEO which was finalized July 2014.

With the hiring of a President & CEO, the Corridor can develop a Business Plan and Action Plan for the Corridor to focus attracting investors and providing a one stop shop as well as developing strategic alliances within and outside the Corridor.

Funding for various initiatives came from South Central Enterprise Region, the member municipalities, and from federal and provincial funding programs.

## **C) The Results**

1. Open Dialogue
2. Common Vision and Mission Statement
3. Governance Structure
4. Meetings with stakeholders
5. Meetings with potential investors
6. Communication Tools including a website and brochure.
7. Strategic Launch at a Legislative Reception  
Outreach to all stakeholders and develop strategic alliances.
8. Hiring of President and Chief Executive Officer
9. Implementation Plan

No evaluation has taken place as the work is on-going and in progress.

## **D) Lessons Learned**

The importance of regular face to face meetings to help build strong relationships to further strengthen the communication, cooperation and collaboration amongst the municipalities within the Corridor.

Use our own money instead of waiting for government funds. Pooling financial and human resources to achieve the goals and objectives of the Corridor and enabled the Corridor to leverage those resources to access additional outside funding.

One voice versus many individual voices gives strength to the common goals and helps to build partnerships outside the Corridor Committee. The importance of that collective grassroots voice is to provide input to government and as result can be powerful.

Having access to expertise through stakeholders was invaluable in the formation of the organization. However, it is important to hire someone as soon as possible to help move the Corridor forward. Volunteers are critically important but cannot commit as much time as is needed to continue forward.

Challenges in moving forward will be resources for on-going initiatives. These are not insurmountable.

An example of a lesson learned was a meeting with all the members of the Corridor Committee who presented a united front to a potential investor as shown in the photograph on page 8. The potential

investor was very impressed that he would not have to deal with several municipalities all competing with each other for attention. In turn, this information energized and motivated the Corridor Committee to continue to work together to attract new and larger investments to the Corridor.

