

Facilitators Report

2018 Regional Planning Forum

April 2019

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Executive Summary

Overview

The Ministry of Government Relations approached the Ministry of Justice and Attorney General's Dispute Resolution Office in September 2018 with a request for facilitation for a two-day event to be held in December 2018. The event was to gather elected officials, administrators, and people interested in advancing regional planning in the province. A wide invitation was delivered. Approximately 160 individuals confirmed their intention to attend.

After consultation with the organizing committee, the broad goals of the forum were to:

- Increase the capacity for communities to collaborate by delivering information, stimulating general thinking about regional planning, and advancing ideas about specific issues relevant and important to the attendees;
- Inform the Ministry of Government Relations' Community Planning branch about further learning and capacity building needs among locally elected officials and staff members; and
- Provide opportunity for groups and individuals attending the forum to network and actively begin to collaborate on current common issues.

In consultation with the organizing committee, the facilitators designed a suite of interactive processes to target each of these goals, some of which had already been planned by the organizing committee. To assist the head facilitators, a cadre of 11 volunteer facilitators was recruited. Community Planning branch staff also facilitated and recorded small group discussions.

The interactive processes included:

Opening Remarks: As an orientation and to frame the topic, the organizing committee secured dignitaries from the field to deliver brief speeches on regional planning. Participants were given a workbook to record different aspects of the presentations and to stimulate critical thinking.

Keynote Address: Chief Cadmus Delorme from Cowessess First Nation to provide a keynote address to participants. His presentation gave participants insight into the challenges his community faces and stressed the importance of working together for everyone's benefit.

Graffiti Boards: At several locations throughout the venue, large sheets of paper were posted on the wall for participants to respond to prompts or record thoughts broadly related to the topic of regional planning. One graffiti board was dedicated to feedback to the Community Planning branch for topics to cover in future training and workshops developed by the branch.

Slido Digital Collaboration Platform: Participants were encouraged to download the Slido app to comment on the forum itself, including commenting on speakers in real-time, networking with other participants, and participating in surveys with results posted in near real-time.

Trade Tables: Ten provincial government ministries, agencies, and Crown corporations, and related organizations, were invited to provide information on how their organization is involved in or can help individual communities advance regional planning. Each organization gave a short, five-minute presentation. Following these presentations, attendees had the opportunity to interact with the subject matter experts at trade tables set up around the room. At these tables, participants were able to gain information and advice specific to their community.

Open Source: Participants chose from a range of discussion topics relevant to their communities. They could choose to engage in a discussion, simply listen and observe, or choose to move to a different discussion that was more interesting to them. Volunteer facilitators facilitated the discussions and recorded the results.

Hackathon: Participants chose from a range of compelling and seemingly intractable problems, and joined with others to attempt to brainstorm potential solutions to the problems. Community Planning branch staff members facilitated the discussions and recorded the results.

Governance Panel with Debrief Process: Representatives from five municipalities spoke about their experience on governance issues related to regional planning. They responded to specific questions posed by the moderator. Participants responded to the presentations with facilitated discussions using the “What? So what? Now what?” format to highlight issues of concern regarding governance, explore their importance and subtleties, and develop ways to respond to the challenges.

Facilitated Networking and Collaboration: The facilitators asked the participants to imagine the venue was a map of Saskatchewan and to sit in approximately the area in which they reside. They were then asked to join with those near them to discuss possible opportunities for collaboration. Groups ranged in size from subgroups of two to three, to large groups of 25 people. These group discussions were facilitated and recorded by both Community Planning branch staff members and volunteer facilitators.

Insights and Observations

There were several themes from the two-day forum that are important to consider as all the parties involved move forward. The general consensus among participants appeared to be that the 2018 Regional Planning Forum was a success, largely due to the provision of opportunity for participants to network and discuss issues relevant to them. “Buzz” at the event itself, supported by some of the feedback, was that follow-up discussions at more local levels are required to translate the many new ideas and relationships into actions, initiatives, and more formal multi-stakeholder working groups.

Another significant theme arising in the feedback was the participants’ appreciation for the volunteer facilitators. They provided guidance and focus to discussions throughout the event, showing deep respect for the stories and interests of the people in their groups. The facilitators immediately entered into the collective spirit of the people. Community Planning branch staff members also sat with groups to develop deeper understanding of regional issues. The participants’ candid representations of their world will help the Community Planning branch in its efforts to coordinate and assist communities and other stakeholders in the coming years.

The forum also revealed a number of challenges facing Saskatchewan communities as they find ways to work together. Pervasive challenges, such as capacity, resources, and infrastructure, were noted by a number of participants. Several participants noted that it is difficult to collaborate when not everyone is engaged or cares about regional planning. Some participants commented that this was present at the forum itself, because some people were missing from the event. Other participants expressed that this challenge exists in their home communities. To address this, some attendees suggested that smaller-scale, forum-style meetings would be beneficial. Finally, though excitement and positivity were expressed about the future, many participants wanted to make sure that the momentum gained at the forum continues.

Next Steps

The Ministry of Government Relations is committed to advancing regional planning in Saskatchewan. This report will be used to develop education and training resources over the coming months to encourage and assist communities to engage in regional planning efforts.

The pleasure of serving this inspiring group was ours.

Tim Nickel and Lori Henderson

Ministry of Justice and Attorney General, Dispute Resolution Office

Disclaimer: This document is a *facilitator's report* and thus attempts to best convey the opinions of the group. It does not contain the opinion or advice of the facilitator or the Ministry of Government Relations on the questions of direction for the participants of the event. This report includes copies of distributed materials and attempts to accurately portray the collective wisdom of the people that attended the event. Original content from presentations, exercises, flip-charts and surveys were typed into a digital document by Ministry of Government Relations' Community Planning branch staff members and forwarded to the facilitators. This report collates and elaborates on those typed notes. We hope this document furthers the exciting work of the forum, stimulating ideas and inspiring collaboration. Please feel free to use and share this report.

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Overview of Report

Communities across Saskatchewan face a range of challenges, including infrastructure demands, access to professional resources, and pressures associated with growth and decline. Both the Government of Saskatchewan and the Saskatchewan Plan for Growth support regional planning as an effective means for communities to address economic growth opportunities and challenges. By working together regionally, communities can build capacity, achieve mutual goals, and create opportunities to deliver cost-shared services and infrastructure.

On December 11 and 12, 2018, the Ministry of Government Relations hosted a regional planning forum in Saskatoon to support communities already engaged in voluntary regional planning efforts, and encourage more communities to participate in voluntary regional planning initiatives. The forum gathered participants to share regional experiences, best practices and critical information related to regional planning. In total, 154 individuals attended the forum, representing planning districts, municipalities, municipal associations, First Nations, Métis communities, private industry, and provincial ministries, agencies and Crown corporations.

The forum featured a combination of speakers, short presentations, tradeshow-style stations, and facilitated exercises and discussions. The forum was led by facilitators from the Ministry of Justice and Attorney General, with assistance from volunteer facilitators and staff from the Ministry of Government Relations' Community Planning branch.

Material distributed in advance of, during and after the forum, as well as information recorded during the forum, is summarized in a series of appendices to this report:

- **Appendix A** includes the outline of the forum distributed prior to the event to the Ministry of Government Relations' invitation list;
- **Appendix B** includes the workbook given to forum participants to record observations, guide thinking and request feedback;
- **Appendix C** includes summaries of recorded notes taken during each session in the forum; and
- **Appendix D** includes summaries of feedback received by the Ministry of Government Relations from various sources.

Information contained within this report will be used by the Ministry of Government Relations to develop education and training resources over the coming months to encourage and assist communities to engage in regional planning efforts.

Questions about the contents of this report, or activities related to regional planning, can be directed to:

- Community Planning, Saskatoon office
Room 978, 122 3rd Avenue North, Saskatoon
(306) 933-6937
- Community Planning, Regina office
420 – 1855 Victoria Avenue, Regina
(306)787-2725

Appendix A: Forum Outline

2018 Regional Planning Forum

December 11 and 12, 2018

Saskatoon Inn & Conference Centre, Ballroom B
2002 Airport Drive, Saskatoon

Day 1: 10:00 am to 4:30 pm, registration 9:30 am
Day 2: 9:00 am to 3:00 pm

Background

Municipalities can face a range of challenges. These include community infrastructure needs (e.g. water sewer, roads, recreation), access to professional resources, and community growth and decline. Some municipalities recognize the value of regional partnerships to overcome these barriers. When executed to its full potential, regional planning offers an effective means to:

- Build municipal sector capacity
- Achieve mutual goals between neighbouring communities
- Create opportunities to deliver cost-shared services and infrastructure

Purpose

This two-day event will gather district planning commissions (DPCs) and other regional planning groups across Saskatchewan to share stories, best practices, and information from a variety of ministries, communities, and organizations. This will help build capacity to advance regional planning.

Who should attend?

This forum is for any community or organization with an interest in intermunicipal cooperation or regional planning. Potential attendees include:

- Chairpersons and member of DPCs
- Elected officials, administrators, planners
- First Nations and Métis representatives
- Government ministries and agencies working with municipalities on regional projects

What will be included at the forum?

Day 1 of the forum will feature a combination of speakers, short presentations, and an open house with tradeshow-style stations. Stations will give attendees information needed to advance regional planning in their community. Day 2 of the forum will feature facilitated exercises and discussion on how a community can move forward with regional initiatives.

How do I register?

To register, please email Margaret Folk at margaret.folk@gov.sk.ca by November 30, 2018. Pre-registration is required.

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Appendix B: Forum Participant Workbook

2018 Regional Planning Forum

Day 1: Tuesday, December 11, 2018

Saskatoon Inn & Conference Centre, Ballroom B
2002 Airport Drive, Saskatoon

9:00 am – Registration & Coffee

10:00 am – Welcome & Introduction

Tim Nickel and Lori Henderson, forum facilitators

10:10 am – Opening Addresses

Welcoming remarks from:

- Honourable Gordon Barnhart, CM, SOM
 - President, Saskatchewan Urban Municipalities Association
- Honourable Warren Kaeding
 - Minister of Government Relations, and Minister Responsible for First Nations, Métis, and Northern Affairs (recorded message)
- His Worship Charlie Clark
 - Mayor, City of Saskatoon
- Mr. Ray Orb
 - President, Saskatchewan Association of Rural Municipalities

11:15 am – Keynote Address

Importance of building, maintaining, and strengthening partnerships

- Chief Cadmus Delorme
 - Cowessess First Nation

12:00 pm – Lunch

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2018 Regional Planning Forum: Participant Package

1:00 pm – Presentations of Trade Tables

Each tradeshow representative will give a brief explanation on what they do and how that may be relevant to attendees who are seeking to advance regional planning in their community. Trade shows will include the following topics:

- Regional Transportation Partnership Committees
- Regional landfills
- Engagement with First Nations and Métis communities
- Regional liquid waste facilities
- Regional economic development
- Emergency management plans and fire suppression
- Asset management planning
- Regional power generation and distribution
- Community and regional planning

2:00 pm – Round 1 of Concurrent Sessions

Blue Stickers: Tradeshow Booths
Red Stickers: Hackathon
Green Stickers: Open Source

2:45 pm – Round 2 of Concurrent Sessions

Blue Stickers: Hackathon
Red Stickers: Open Source
Green Stickers: Tradeshow Booths

3:30 pm – Round 3 of Concurrent Sessions

Blue Stickers: Open Source
Red Stickers: Tradeshow Booths
Green Stickers: Hackathon

4:15 pm – Gather & Close

4:30 pm – End of Day 1

2018 Regional Planning Forum: Participant Package

Welcoming Remarks

President Barnhart, Minister Kaeding, Mayor Clark, President Orb

<p><u>Prior</u> to listening, what do you expect to hear from the speakers?</p>	<p>What do you think the role of the Ministry, SARM, and SUMA should be with respect to regional cooperation?</p>
<p>What elements of the welcoming remarks stand out to you as most important or significant?</p>	
<p>As you listened to these speakers, what items resonated with issues that your community/organization may be dealing with?</p>	
<p>What is a question you have following these speakers?</p>	

2018 Regional Planning Forum: Participant Package

Keynote Address

Chief Cadmus Delorme, Cowessess First Nation

<p>In what ways do you believe Cowessess First Nation has succeeded in developing partnerships?</p>	<p>In what ways do you believe Cowessess First Nation still has work to do?</p>
<p>As you listened to Chief Delorme, what do you believe is the most important factor needed for building, strengthening, and maintaining partnerships with neighbouring communities?</p>	
<p>What parts of Chief Delorme's address are most significant to your community/organization?</p>	
<p>What is a question you have following Chief Delorme's address?</p>	

2018 Regional Planning Forum: Participant Package

Short Presentations: Trade Tables

Prior to these short presentations, what is an issue you are hoping to learn more about?

Which trade tables do you think have the most to offer your community/organization?

During the tradeshow time, the questions you want to ask are:

-
-
-

2018 Regional Planning Forum: Participant Package

Concurrent Sessions: Trade Tables

During this session, participants will have time to visit the various trade tables to discuss a variety of issues with the trade show representatives. This information will help participants advance regional planning in their community.

What is the most important thing you learned from a trade show booth?

Who are the people you would like to follow-up with when you return home from the forum?

The information you will take back to your community/organization from the tradeshow booths is:

-
-
-

2018 Regional Planning Forum: Participant Package

Concurrent Sessions: Hackathon

During this session, participants will tackle difficult issues with creative problem-solving.

What issue did you address during this session and how does it affect your community/organization?

What were the results at your table?

Thinking of your results from this exercise, what about them would work for your specific community/organization?

This exercise involves gathering people together to address a specific issue. At your table, who's perspective did you most appreciate as you worked to find a solution to your challenge?

2018 Regional Planning Forum: Participant Package

Concurrent Sessions: Open Source

During this session, participants will choose and participate in a general conversation on a topic that is of interest to them. Walk from group to group if you want, or stay with one topic. It's up to you.

This exercise is largely participant-driven. What issues were raised while you participated in this exercise?

This exercise involves exploring issues and sharing ideas on how to solve them. How do the issue(s) you discussed relate to your community/organization?

What additional points need to be added when considering the issue(s) you explored?

2018 Regional Planning Forum: Participant Package

Day 1 Feedback

Forum organizers will be meeting tonight to discuss what worked and what didn't today. Please provide a few thoughts about today so that we can make Day 2 as beneficial to you as possible.

Fold, tear off, and leave at your table or in the comment box by the door

Day 1 Feedback Form

1. What was the most valuable part of today for your community/organization?

2. Were there any topics that were not discussed that you would like to see discussed on Day 2?

3. What format did you find most beneficial?

Other comments for the organizers:

2018 Regional Planning Forum: Participant Package

Day 2: Wednesday, December 12, 2018

Saskatoon Inn & Conference Centre, Ballroom B
2002 Airport Drive, Saskatoon

8:00 am – Coffee & Networking

9:00 am – Welcome & Day 1 Recap

Tim Nickel and Lori Henderson

9:30 am – Governance Panel

Panel discussion on governance and other significant regional issues. Participants include:

- Cheryl Bauer-Hyde, North Central Lakelands Planning District
- Rennie Harper, Twin Lakes Planning District
- Peter Nicholson, Mid-Sask Planning District
- Pam Malach, Rural Municipality of Sherwood No. 159
- Shauna Bzdel, City of Regina

10:45 am – Coffee Break

11:00 am – Response to Governance Panel

Tim Nickel and Lori Henderson

12:00 pm – Lunch

1:00 pm – Concurrent Sessions

Interactive exercises that build on discussion throughout the forum. You will have a choice to:

- Take part in an exercise that creates an agenda and sub-topics for a workshop that the Ministry of Government Relations will develop and deliver to groups throughout the province;
- OR,
- Find a group or another person with whom you have a common problem to solve or an opportunity to take together. You can call on an expert to help you, have a facilitator assist with your discussion, and/or go it alone. This is the time to put it all together and make plans!

2:45 pm – Wrap-up & Closing

Tim Nickel and Lori Henderson

3:00 pm – End of Day 2

Please leave name tags at your table ☺

2018 Regional Planning Forum: Participant Package

Governance Panel

North Central Lakelands Planning District, Twin Lakes Planning District,
Mid-Sask Planning District, Rural Municipality of Sherwood No. 159, City of Regina

As you listen to the panel, what questions come to mind that you would like to ask them?

The panel discussed a range of issues. Which of these is most relevant to your community/organization?

The information you will take back to my community/organization from this panel is:

-
-

With respect to regional cooperation, where do you see your community/organization in 5 years? In 25 years?

2018 Regional Planning Forum: Participant Package

Response to Governance Panel

Tim Nickel and Lori Henderson

<p>What stood out to you during this section?</p>
<p>Were there any issues during the Governance Panel that weren't discussed but should have been?</p>
<p>Do you have any questions or comments for the facilitators at this time?</p>

Fold, tear off, and leave at your table or in the comment box by the door

Feedback Form
(1 is low – 5 is high)

- | | | | | | |
|--|---|---|---|---|---|
| 1. Did you learn something of value you can apply in your role at home? | 1 | 2 | 3 | 4 | 5 |
| 2. Did you get a chance to communicate what you need to develop further? | 1 | 2 | 3 | 4 | 5 |
| 3. Did you find ample opportunities to work on specific plans or issues with others? | 1 | 2 | 3 | 4 | 5 |

Comments for the organizers: _____

*- An additional survey will be sent to participants following the forum
- Reminder: please leave your name tag with your feedback form*

Appendix C: Record of Forum Proceedings

Opening Remarks

Participants listened to opening remarks from the following dignitaries and responded to them in the Slido app on their phones:

- Honourable Gordon Barnhart, CM, SOM
 - President, Saskatchewan Urban Municipalities Association (SUMA)
- Honorable Warren Kaeding
 - Minister of Government Relations and Minister Responsible for First Nations, Métis, and Northern Affairs (recorded message)
- His Worship Charlie Clark
 - Mayor, City of Saskatoon
- Mr. Ray Orb
 - President, Saskatchewan Association of Rural Municipalities (SARM)

Keynote Address

Participants listened to a keynote address from Chief Cadmus Delorme from Cowessess First Nation, responded on the Slido app on their phones and interacted through an open mic.

Chief Delorme began his address with three powerful points:

- The only thing in our way is our own fear;
- We need each other in Saskatchewan; and
- Division does not accelerate change.

Chief Delorme told a series of stories throughout his address, covering topics such as traditional governance, the role of treaties, and the impact of the *Indian Act*, residential schools and the Sixties Scoop on Indigenous people. These stories demonstrated the importance of building, maintaining and strengthening partnerships between First Nations, Métis communities and municipalities to improve the lives of all people in Saskatchewan.

Graffiti Boards

Graffiti Boards were posted throughout the facility. Most comments noted current process considerations that were addressed by municipal administrators, members of council, and professional planners in the moment. One board specifically requested information for future training and development events that Community Planning branch could provide. Participants responded with the following topic requests:

Question: A new training class is coming. What do you need information on? What format? How long would training be? What topics would you like to see?

Answers:

- SUMA and SARM should have a meeting together. They need to work together.

- Drafting strong cooperation and service sharing agreements with the guidance of arbitration and mediation.
- Get assistance as to understanding when you should completely redo your official community plan and zoning bylaw.
- We are avoiding the elephant in the room. Relationships and partnerships are great, but we should be looking at counties and districts to improve our financial and human resource capacities.
- How do we deal with the liability associated with sharing equipment and personnel?
- Maybe a workshop to host participating planning district members to come together with a facilitator to go through our zoning bylaw and official community plan.
- Enforcement and zoning bylaw compliance:
 - How does enforcement and compliance work?
 - How do you improve enforcement?
- Funding availability for environmental projects such as waste management sites.
- Having multiple locations to host meetings with the hope to attract many people who may not attend otherwise.
- Councillor training in planning and regional service.
- To do training on the shadow plans/transition plans to address fears with development.
- Rural municipalities (RMs) do not want to stop development but fear premature development.
- Need training on how to resolve personality conflicts between elected officials. Councils have been red tape for development.
- Explore regionally significant issues at the local level.
- Reconciliation and collaboration training.
- Simultaneous conference would be great at multiple locations via telecommunications and would result in less travel time and reduced costs for delegates.
- Need more funding for infrastructure projects.
- New councillor training and education on planning and regionalization, and the importance of working together and sharing services.
- A training module for new members of a commission/board to provide governance training for roles, responsibilities and duties. Duty of care is lacking.
- Orientation material for districts to improve elected officials' capacity to bring them up to speed.
- How do we get all our communities within our region engaged?
- Utilizing relationships with the ministry representatives and understanding how to effectively gather information from different ministries. The ministries work poorly with each other.
- How to get started with regional planning.
- More planning forums. This creates a safe environment for individuals to organize.
- The planning forum missed how to deal with bad zoning bylaws.
- Protecting airspace around airports through zoning needs legislation in *The Planning and Development Act, 2007*.

Slido Digital Collaboration Platform

Participants were instructed to download the Slido app when they first sat down at the event. Participants were also encouraged to contribute to the online community by making comments and asking questions on the group chat, and participating in the surveys.

Some points listed below may contradict other points, since there was a wide range of views conveyed and diversity of views was encouraged. Names have been removed to maintain anonymity in this publication. Often, geographic locations remain. If the reader has a particular interest in a comment or wants to make a connection with the author of a comment, please contact the Ministry of Government Relations' Community Planning branch and they may be able to assist in making the connection.

Question: What are the success and failure stories of collaborative efforts?

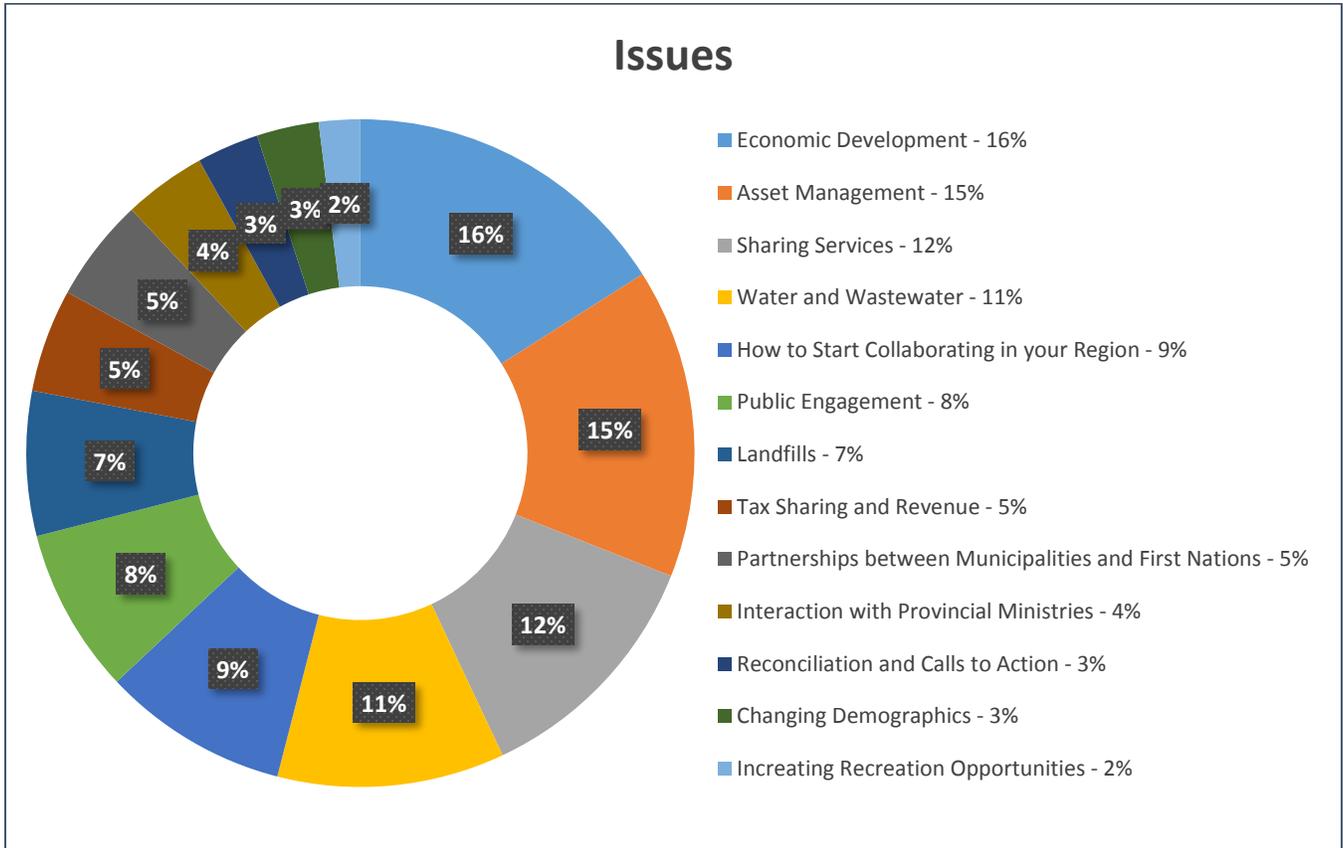
Answers:

- We belong to the Saskatoon North Partnership for Growth group of municipalities. We have done enough together that we are ahead of what is talked about here. The future looks bright for the Cities of Warman, Martensville, and Saskatoon, the RM of Corman Park, and the Town of Osler. This group would have been a benefit for all to hear about at this forum.
- A recent/ongoing success of the Weyburn Planning District is our septage receiving station. Throughout the process, there were challenges, one being the change of staff and council. Each new member had their own opinion. These caused changes in the location, design and requirements of the project. All created an increase in the cost of the system, which caused tension and responsibility for the delays. The system will be joint ownership with equal shares. The City of Weyburn will operate it, as they have the trained personnel. The use of the station is open to other municipalities. My hope is this will encourage sharing of services and agreements between surrounding municipalities.
- We worked with a neighbouring municipality to repair a new well, which is used by ratepayers of both communities. We shared the costs for the development of the potable water well and so the door is now open to develop a regional partnership with future projects. Small beginnings. We have also started an EMO Regional Plan with Towns of Delisle and Asquith, Village of Vanscoy, RMs of Vanscoy and Montrose.
- Some successes in Saskatchewan which we may not have thought about the last couple days. Watershed associations in Saskatchewan operate on a watershed basis. They have shown successes when working and thinking big picture on a watershed basis and moving past their municipal boundaries. Completing multiple projects with multiple municipalities each covering their percentage of funding required to complete the projects. Interprovincial/inter-jurisdictional organizations such as the Assiniboine River Basin Initiative between Saskatchewan, Manitoba and North Dakota. Thinking big picture upstream and downstream of one another's jurisdiction. Municipality/Ministry of Highways and Infrastructure partnership with infrastructure projects. Urban Connector Program. Planning district between the City of Yorkton, surrounding RMs, and regional park.
- Can we create a group forum to ask each other questions, problem solve and collaborate?

- Busy schedules keep regional partners from getting together and can cause communication break downs. Keep a standing meeting every month or every quarter to ensure ongoing communication.
- Ensuring the administrative personnel involved in regional planning (administrators, professional planners, etc.) continue to communicate even if the elected bodies are reluctant, especially during controversial times.
- We joined a district planning commission that started out through the Planning for Growth initiative. Initially, there was distrust and hesitation as to how we could benefit each other. However, we now seem to be at a place where we are a very cohesive group. We value each other's opinions and do not have problems sharing our challenges and successes like we did in the beginning. I think we will continue to grow and utilize the group to benefit each of our communities.
- I would like neighbouring communities to share resources, ideas and collaborate with each other on things like planning, equipment, water/sewer, bylaw enforcement, etc.
- Concerns over giving information and nothing being done. Ministries need to work together with regions.
- One party opting out at the last minute before creating a partnership. Unfortunate loss of time and energy.

Question: Select the three most pressing issues you face.

Answers: 47 survey participants. The figure below shows the relative popularity of each issue.



Questions and Comments Ranked by Number of Likes

Likes	Comment
13	How to encourage participation of hesitant/unwilling municipalities that do not see the value of regional planning.
9	Anyone interested in discussing how to partner with First Nations on economic development, reconciliation or an introduction to your neighbours, let me know.
7	What are the key resources or tools that the ministry might be able to provide you that would make regional planning and collaboration more effective?
5	Thank you Mayor Clarke – for mentioning economic development and First Nations in the context of regional development!
5	Thanks Cadmus for your explanation of inter-generational trauma. Made it real and understandable.
5	Could we start small by sharing equipment with neighbouring communities?
4	Looking for how to work with our neighbours effectively.
4	Help communities to share water and wastewater resources.
4	Capacity – time, money, human resources.
4	Finances – a lack of long-term planning. Taxes and infrastructure costs do not reflect long term costs associated with these. Lack of programming and aging infrastructure.
4	Limited funding and resources for planning. Lack of communication. Decision making process
4	How do we generate the capacity to enforce bylaws regionally?
3	In a regional partnership how does one partner move ahead with economic development if there are holdbacks in planning with another member?
3	3 most pressing issues: Human resources/finding capable replacements, aging infrastructure/funding, trust between elected/admin and staff.
3	1. Funding for infrastructure. 2. Shared Services. 3. Partnering for urban services.
2	Hope to learn new ways to improve my RM by collaborating with our municipal neighbours.
2	Models of inter-municipal agreements.

2	Learning new ways to resolve challenges faced by municipalities and planning districts and ways to work together and network with all the wonderful people here.
2	The Saskatchewan First Nations Economic Development Network can help connect you with First Nations. "Better than Work, Network!"
2	To Chief Delorme. How have you worked with neighbouring municipalities? Are there shared projects between your First Nation and neighbours outside of formal governances?
2	How can we go about assisting each other when it comes to contracting consulting services? Costly.
2	1. Rogue councilors and lack of support. 2. Community growth and meeting constantly changing regulations. 3. Developing agreements with First Nations and RM's.
1/0	Learning lots!
1/0	Encouraging regionalization.
1/0	I hope to meet some of my peers and engage in learning tools for planning as well as some new resources I have not heard about before.
1/0	Looking forward to collaborating with experts on planning issues.
1/0	I am hoping to gain more knowledge and find new ideas for the municipality for using our assets and equipment regionally.
1/0	I hope to learn about municipal perspectives regarding the role of and importance of regional planning.
1/0	I have not come here with a specific idea. I am looking for ideas that might apply in our municipality.
1/0	Learn examples of what topics a regional group can collaborate on?
1/0	Looking forward to hearing ideas about how we plan a sustainable power future!
1/0	How to encourage more regional development through tax sharing agreement?
1/0	Stop by our booth this afternoon to share your thoughts on planning a sustainable power future in Saskatchewan. What matters to you? How can we work together?
1/0	The Saskatchewan First Nations Economic Development Network and the Saskatchewan Economic Development Alliance are hosting our Reconciliation

	and Partnership awards May 2019. Nominations will be open next week at www.sfnedn.com and www.seda.ca .
1/0	How to create the space and tone for those in leadership positions to come together as a region? Making the table welcoming and not intimidating or competitive?
1/0	Roads and streets, water and sewer infrastructure, regional landfill.
1/0	Silos/distrust, bylaw enforcement, financial resources.
1/0	Transportation, governance, environment.
1/0	Development of land use and how it fits with growth. Shared use of emergency services and skill sets. Attraction of industry that benefits neighbours.
1/0	Accessing consultants proves to be expensive and does not provide the results or relationships required to fulfill the project.
1/0	1. Communication. 2. Landfills. 3. Regional cooperation.
1/0	Resistance to regionalization, lack of support for planning and protection of land for planning.
1/0	Difficulty implementing new technologies.
1/0	1. Open communication. 2. Keeping residents informed. 3. Giving up municipal control.
1/0	Problems associated with getting diverse groups together to discuss issues of common interest without getting bogged down by very localized special interests.
1/0	Need to engage in inter-municipal meetings.
1/0	Tax break on an existing house for a new resident or new home buyer to promote him buying.
1/0	Looking for ideas.
1/0	Learning new and innovative solutions.
1/0	Looking forward to hearing from others.
1/0	Great format! Always looking for opportunities to serve our common client - Community!
1/0	Hoping for breakthroughs.

1/0	Hoping to learn a bit more about bidding on projects that are available in the Prince Albert Grand Council region.
1/0	Looking forward to helping you find a few 'aha' solutions to take home with you!
1/0	What steps can be taken to initiate a regional planning group with adjacent municipalities?
1/0	Water/wastewater capacity, land use planning.
1/0	Three issues: lack of cooperation, negative attitudes and resistance to change, inadequate land base to accommodate growth.
1/0	How do we recognize that every local governance method has value (looking outside of <i>The Municipalities Act</i>)?
1/0	Lack of funding for regional planning. Lack of understanding of the true cost of development making true equitable partnerships difficult. How to know which is the best investment?
1/0	Aha.... be your own developer.

Trade Tables

Representatives from various provincial government ministries, agencies and Crown corporations, and related organizations, provided a brief explanation of the work they do in relation to regional planning before participants were provided time to independently interact with the representatives.

Trade tables and respective organizations included:

- Regional transportation planning – Ministry of Highways and Infrastructure;
- Regional landfills – Ministry of Environment, Environmental Protection branch;
- Engagement with First Nations and Métis communities – Ministry of Government Relations, Lands and Consultation branch;
- Regional liquid waste facilities – Water Security Agency;
- Regional economic development – Saskatchewan Economic Development Alliance, Mid Sask Municipal Alliance and City of Prince Albert;
- Emergency management planning – Ministry of Government Relations, Emergency Management and Fire Safety branch;
- Wildfire suppression – Ministry of Environment, Wildfire Management branch;
- Asset management planning – Asset Management Saskatchewan;
- Regional power generation and distribution – SaskPower; and
- Community and regional planning – Ministry of Government Relations, Community Planning branch.

Open Source

Participants joined in wide-ranging discussions that interested them. Facilitators helped the flow of conversation and recorded main points. These conversations are summarized by topic below. Topics are organized alphabetically.

These summaries include only the points that were recorded by facilitators, and cannot encompass the totality of the conversation. Some points listed below may contradict other points, since there was a wide range of views conveyed and diversity of views was encouraged. Names have been removed to maintain anonymity in this publication. Often, geographic locations remain. If the reader has a particular interest in a comment or wants to make a connection with the author of a comment, please contact the Ministry of Government Relations' Community Planning branch and they may be able to assist in making the connection.

Discussion Topic: Asset Management

Summary:

- Essential Questions:
 - How do we manage the assets that we currently have?
 - How do we sell the idea of collaborating the management of our assets to council?
- Main Points:
 - One of the main challenges with appropriate and proactive asset management is that it is not top of mind for elected councils.
 - Elected councils are often not familiar with this “day to day” issue.
 - It is hard to prioritize the resource investment to replace or maintain something that appears to be fully functioning when other priorities seem so urgent.
 - It is also not politically attractive.
 - Long term planning to sustain assets is crucial, though.
 - Collaborating on projects and their maintenance may ease the burden.
 - There is a technical side to this that requires some learning.
 - Sharing the capacity building expense would also help.
 - All the other components of collaboration apply to this topic, including the necessity of good Dispute Resolution resources and regular frequency of communication and meetings.

Discussion Topic: Conflict as a Barrier to Regional Planning

Summary:

- Essential Question:
 - What are the causes, implications, and solutions for conflict when trying regional planning and inter-municipal collaboration?
- Main Points:
 - The discussion focused on the unique dynamics of inter-municipal collaboration.
 - Unlike conflict within organizations, where conflict happens within an authority and accountability structure, when two municipalities try to decide things together, they are left with each other's word and the law to assure that

agreements are followed through and people do what they promised they would do.

- Participants in these discussions listed many reasons that conflict flares between municipalities, including:
 - Mistrust;
 - Poor communication;
 - Past experience, bad relationships;
 - Conflicts of interest;
 - Rogue councillors;
 - “Always did it that way” thinking;
 - Protectionism and silos;
 - Lack of money;
 - Fear of losing control;
 - Narrow perspectives;
 - Short term focus versus long term;
 - Lack of commitment;
 - Fear/tough decision of being re-elected (political motivations);
 - Fear of transparency;
 - Quick emotions, poor emotional regulation;
 - Grey area around definitions, lack of clarity;
 - Poor processes;
 - Attitudes incompatible with collaboration;
 - Systemic issues;
 - Not getting to the table because it is too expensive;
 - Only see what is being “given up”; and
 - Tunnel vision.
- Early start leads to success.

Discussion Topic: Developing Partnerships

Summary:

- Essential Questions:
 - What types of partnerships work best?
 - What are the challenges?
 - How is it best to overcome these challenges?
- Main Points:
 - The groups discussing this topic decided that the best way to counter the fear of change that arises when people are resisting trying to collaborate with a neighboring community is education.
 - Once you have buy-in, you should increase the numbers of points of contact between the partnering entities.
 - Early and frequent communication is key.
 - In the early stages of proposing a partnership, get to know each other. You will be much better able to identify areas where collaboration will work.
 - Some possible partnership areas include landfills and sharing a bylaw enforcement officer

- There is some lack of confidence, not knowing where to start and how to run the partnerships effectively.
 - Collaborating with First Nations seems to have added complications, but also some definite possibilities.
 - Municipalities are looking to the province for assistance on these issues.

Discussion Topic: How to Attract People to your Community

Summary:

- Essential Question:
 - What is attractive to people who are deciding to relocate, including evidence that the community is growing?
- Main Points:
 - People need to have a viable career in that community or to be able to support a career there (remote office, etc.).
 - The community needs to be attractive year-round.
 - Smaller communities can promote that you know everyone in the community, that you have everything you need.
 - Nearby natural attractions, such as lakes.
 - Community amenities, like sports facilities, are important.
 - Smaller communities are also perceived to be safer.

Discussion Topic: Interaction with Ministries

Summary:

- Essential Question(s):
 - What are the challenges of working with provincial ministries, agencies, and Crown corporations?
 - What advice can municipalities benefit from?
- Main Points:
 - Lack of Aboriginal representation in SUMA and SARM.
 - SaskBuilds interaction on projects and sharing those with districts. Investment opportunities and coordination with branches in the Ministry of Government Relations.
 - Challenges:
 - The provincial government can put plans in place without consulting municipalities.
 - Ratepayers ends up unhappy with the municipality.
 - Provincial government and municipal employees do not consult each other or work together.
 - Decisions by the provincial government, implementation left to communities.
 - Constraints of the political system, including short cycles, elected representatives, momentum or not, and political agenda.
 - The provincial government is understaffed.

- Solutions:
 - All ministries, agencies and Crown corporations and levels of government need to be on the same page and have the same agenda.
 - Need to consult local experts when planning.
 - Need consistent implementation.

Discussion Topic: Land Use Planning

Summary:

- Essential Questions:
 - What are the key considerations that apply to land use planning?
- Main Points:
 - The main difficulty on this topic is achieving balanced and sustainable development. In order to do this, municipalities need to plan competently.
 - Many municipalities feel out of balance with big projects like Intensive Livestock Operations and major residential developers.
 - A good example of competent planning is the Saskatoon North Partnership for Growth.
 - Municipalities need to be proactive instead of reactive.
 - Services need to grow with the municipality.
 - There are examples of poor planning like:
 - Building on a flood plain;
 - Farmer spreading manure near acreage development; and
 - Some municipalities sold out during boom times now no one wants to live there.
 - Some of the challenges to planning are:
 - Lack of consistency or capacity for proper planning, lack of resources;
 - Rural partners tend to value short term;
 - Urban expansion is hindered by low density rural development;
 - Potential for provincial rules to be followed, but not municipal rules;
 - Lip service to planning, but no follow-through;
 - Growth versus sustainability;
 - Killing ourselves growing; and
 - Seniors want to live where they live.
 - Solutions might include:
 - Education for landowners, municipalities, councils, and administrators;
 - Direction and assistance from the provincial government;
 - Professional help from a planner so land is sustainably developed;
 - Having land zoned and land designated;
 - Councils have rules for development;
 - Mandatory land use planning;
 - Could use social media to communicate;
 - Learn from municipalities that have gone through these processes;
 - Greater clarity on the implementation of *The Statements of Provincial Interest Regulations*;
 - Better compliance by developers;
 - Look for long-term sustainability instead of short-term gain;

- Communication is key;
- Training in writing bylaws, too much cutting and pasting from the internet;
- Streamline the application process for developers;
- As simple as answering the phone; and
- The municipalities in a region can coordinate, rather than compete for, development.

Discussion Topic: Preparing for Decline

Summary:

- Essential Questions:
 - What is the likelihood of decline?
 - How to respond to, mitigate, and/or prevent decline?
- Main Points:
 - Decline of community population and economic activity is a realistic worry over the next 10 years, especially in communities that are closely linked to the oil industry. We need to be prepared.
 - Communities need to accept this possibility and look for options.
 - With all the usual challenges of running a municipality, like scarce equipment and regulations that can be difficult to comply with, when communities are in decline, they can look to regional solutions.

Discussion Topic: Regional Economic Development

Summary:

- Essential Questions:
 - What are the challenges and opportunities that exist with regional economic development?
 - How do you make it happen?
- Main Points:
 - Regional economic development is the Shangri-La of municipal politics. Everyone wants it.
 - Some examples of successes are:
 - Working with Crown corporations;
 - Partnerships with Battleford;
 - Thunderchild land purchase;
 - Tax incentives like two to three year's tax breaks; and
 - Saskatoon Regional Economic Development Authority meetings currently have time on agenda for communication sharing.
 - Ways to make regional economic development happen are:
 - Economic strategies attract people to the community in a positive virtuous cycle;
 - We need to find ways to inform groups about opportunities;
 - Learn from other communities;
 - Establish secure infrastructure;

- Provide services and amenities;
- Increase your capacity level, education and knowledge level;
- More critical planning;
- Start conversations and continue follow-through;
- Larger communities can help smaller communities;
- Sharing resources, staff, facilities, and knowledge;
- Means for nearby communities to support each other's business;
- Public private partnerships;
- Need incentives to buy, play, and shop in the region;
- Think regionally;
- Source funding to create pools of capital;
- Create strategy for regional business attraction;
- Need a regional working group;
- Plans need to be flexible;
- The Saskatoon Regional Economic Development Authority can help in some circumstances;
- Know your community's interests and non-negotiables/alternatives;
- Find shared interests on supply and demand;
- Patience and perseverance; and
- Think in an interest-based way.
- Difficulties and challenges include:
 - The pie is only so big;
 - Communication or lack thereof;
 - Lack of understanding that others can bring;
 - Neighbours compete for economic opportunity;
 - Scarcity of resources and weak economies;
 - The land availability;
 - Competition between communities; and
 - Getting local stakeholders involved.

Discussion Topic: Turf Protection

Summary:

- Essential Question:
 - As turf protection is a primary psychosocial limit to collaboration, how can we prevent it or work around it?
- Main Points:
 - Challenges:
 - Service charging is an example of turf protection;
 - Jurisdiction issues need to be addressed;
 - Compatibility issues;
 - Competition with urban versus rural;
 - Turf protection is the root of lack of partnerships;
 - Fear of giving up scarce resources with no benefit; and
 - Top down transmission of culture and mistrust.
 - How to prevent or work around it:
 - Regionalize training;

- Need to trust and be honest;
- Need districts;
- Recognize common goals; and
- Success of one region will lead to success of another.
- Is it the responsibility of larger communities to help smaller communities?

Hackathon

Participants gathered in groups interested in solving a specific challenging problem. Facilitators helped the flow of conversation and recorded main points. These conversations are summarized by topic below. Topics are organized alphabetically.

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Discussion Topic: Building Relationships and Reconciliation with First Nations and Métis Communities

Summary:

- SaskEnergy should be engaged to extend gas services to Waterhen Lake First Nation and north of the Village of Dorintosh – i.e. La Ronge example.
- Specific problem: Communication and planning with the Métis community.
 - Things to consider:
 - There needs to be a process for communication. Communication should be with the Métis Local. Be careful to identify a true representative of the Métis Local.
 - Métis Regions need to support each other and develop interest based strategies.
 - Municipalities and Métis populations need to understand each other and acknowledge stakeholder groups. Métis communities have a concern about Métis employment and rural issues.
 - Economic development follows from education, which develops workforce strength.
 - Métis Nation – Saskatchewan is an organization that is growing.
 - Other points:
 - Métis and Indigenous involvement in regional planning is needed. Other stakeholders must engage.
 - Group is wanting to hear the voice of the new partner at the table.
 - Métis Local is concerned about support from within and funding.
 - Next step: Need a communication plan. It most realistically will be initiated by the Métis Nation – Saskatchewan in collaboration with interested stakeholders.
 - This issue is an opportunity to partner and build a relationship.

- Have to nurture relationships to create opportunities.
- There is a need for reconciliation:
 - Idea: choose a project
 - Use the project to get to know your neighbours
 - Ultimately, you will be working on two fronts; the project and the relationship.
- Example: Twin Rivers and the need for a solid waste management solution.
 - In the process of conversation, eight out of nine municipalities signed onto a friendship agreement with Beardy's & Okemasis First Nation.
 - By working on a project, you will have coffee and lunch together, forge relationships and see that you are all in it together.
 - Built a platform of trust.
- There is a need to know more about the Truth and Reconciliation process.
- There can be challenges in getting successes off the ground.
 - In the RM of Corman Park, complicated issue of getting water and sewer services needed to support a development because three parties are involved, which are First Nations, the RM of Corman Park, and the City of Saskatoon.
 - Not every piece of land/issue is the right one for development/cooperation; however, this does not mean cooperation should not occur.
- How do municipalities and First Nations help each other?
 - Education needed on all sides.
 - First Nations can turn to economic development agencies for help.
 - Municipalities can turn to the Federation of Canadian Municipalities for help.
- What is needed going forward?
 - Funding – need dollars to get things started.
 - Need carrots, like financial tools or mechanisms, from the province.
 - Carrots are more effective than sticks.
 - The province needs cooperation from local governments.
 - If the province wants to see it, the province needs to give financial backing and reward good behaviour.
 - Amalgamate information to help create an economic development juggernaut.
 - Need to engage everyone in the province.
 - Neighbours need to be good neighbours.
 - Reconciliation beyond local council tables.
 - Communities can find success starting small by having a social event or a party.
 - Need local champions.
- Important to recognize Métis communities.
- Reconciliation starts with ourselves at the individual level.
- Cannot have trust until we do this.
- Need to have nation-to-nation relationships and governance system.
- Look at partnering. Métis have many of the same rights as First Nations.
- How to capitalize on so many opportunities?
 - Find ways to engage and partner, community to community.
 - Identify areas for quick wins.
 - It is more of an opportunity than it is a problem or challenge.
- Pick one item to start at, we are not that different in the end.
- Important for all involved to understand the protocols.

- Different regulations and laws can be a challenge.
- What does success look like? What is it built on?
 - Have a reconciliation committee (e.g. Town of Osler).
 - Meet once a month with First Nations.
 - Open discussion between communities.
 - It has to start with us, at the local level.
 - Important to not forget Métis communities.
- What is needed from the provincial government?
 - Continue to work with the federal government on things like education.
 - Social conscience of all involved needs to change.
 - Have to change the face of economic development.
 - Focus on finding ways to grow the pie, not dividing the pie.
 - In true partnerships, everyone wins.

Discussion Topic: Economic Development

Summary:

- Economic development is important.
- We need to coordinate agricultural business, land use, and home-based businesses.

Discussion Topic: Education

Summary:

- School planning in the region needs to be coordinated, especially in the Saskatoon North Partnership for Growth area.

Discussion Topic: Engineering Costs

Summary:

- Consulting engineering should be coordinated within regions so municipalities are not facing the same procurement process. Could SARM, SUMA and/or SaskBuilds help?
- The Village of Borden expressed concerns about replacement costs for infrastructure and engineering experience. We need to come up with funding mechanisms that are sensitive to ability to pay and municipality size.

Discussion Topic: Fire

Summary:

- Regional fire model with the RM of Corman Park appears to be working, but would like help with financial evaluation of equipment costs and service delivery.
- The RM of Sherwood coordinates fire with the City of Regina.
- Shared fire hall with the RM of Kindersley – important to model this.
- Fire agreement with the RM of Corman Park – shared costs, including operating, maintenance and capital.

Discussion Topic: Heavy Haul Road Management

Summary:

- Example: Gravel haulers northwest of the City of Saskatoon. Freight traffic is taking alternate routes.
- Partner with the Cities of Martensville, Warman and Saskatoon to manage freight traffic, especially those avoiding scales.
- Regional planning on roads and infrastructure very necessary.

Discussion Topic: How to Build Trust

Summary:

- Challenge:
 - Changeover on council.
 - Head-butting issues.
 - Need a receptive council.
- Ideas:
 - Have a supper to get to know each other to find out what each side needs and wants.
 - Attend the other's council meeting.
 - Use dispute resolution processes.
- Need to hold councils accountable. Everyone on council must be accountable.
- Need for continuous communication and reporting back to the full council.
- Written minutes given to all councillors.
- Have protocols in place.
- Need to follow through on agreements.
- Need to focus on common goals and low-lying fruit.
- Networking.
- If you are not working cooperatively with others, then you are not working on behalf of the future of your citizens.
 - This needs to be communicated to elected officials.
- Instead of suspicion, need to see the strengths of working together.
- Elected officials all need to be in the room.
 - Discuss the strengths.
 - Elected officials need to be onside in order to change.
 - Bigger picture needs buy-in.
- Competition between municipalities is a challenge – do not want to share tax dollars.
- Need municipalities to take turns or reciprocity with different parts or services of the region.
- Officials needs to sit down together.
 - Need the guidance of a professional.
 - Need structure, so everyone knows the rules going into the cooperative approach.
- What are the goals of the region?
- Council needs to set policy and let administration take responsibility for coordinating the regional services.

- Administration gets together regularly to share information.
 - Administration regularly have trust between each other, but not between their respective councils.
- Engage public to support region and district planning commission, if applicable.
- Shared trust between administration to be brought to the elected officials' attention in order for councils to buy-in.
 - Help them build that trust.
- Support for when the province directs the region, i.e. emergency management operational plan.
- Personality conflicts:
 - Use a memorandum of understanding to address issues before the collaboration falls apart.
- Open communication lines.
- Someone needs to take the first step.
- Importance of mayors/reeves getting together. Start informally and move to a more formal process.
- Get professional help like mediation or organizational consulting.
- Annual meetings hosted by one municipality as a way to discuss regional issues and opportunities.
- Timing: commission must have common goals to thrive.
- Cooperation works well when no one comes in with their personal agenda.
- Leadership is needed to build relationships. It is the responsibility of both elected officials and administration.
- If there are rogue councillors, it is important to have a list of protocols to refer to. Things like respect and integrity can be used to address any rogue individuals directly at a meeting.

Discussion Topic: Internet, Information Economy, and Communication Infrastructure

Summary:

- Request SaskTel to update regions on future plans for Wi-Fi and cell networks. Many resort villages add pressure on speed of the network.
- SaskTel speeds and plans would be helpful.

Discussion Topic: Irrigation Plans

Summary:

- What is the Ministry of Agriculture thinking regarding irrigation plans for arable land?

Discussion Topic: Recreation Opportunities

Summary:

- Early stages of sharing cooperation.
- Great writing workshops.
- Lack of youth programming.

- Limited options, opportunities, and infrastructure.
- Systematic barriers.
- Limited opportunities exist.
- Build community capacity.
- Examples:
 - Kindersley regional pool is a good example.
 - Regional recreation coordination around the City of Warman would be nice.
 - Regional bike path coordination is necessary.

Discussion Topic: Regional landfills

Summary:

- Important for engagement and collaboration.
 - Need to have more engagement with First Nations communities, especially Meadow Lake Tribal Council.
 - Landfill is not regional and 30 municipalities could be involved.
 - Want a 30-50 year plan.
- Concern over construction waste.

Discussion Topic: Revenue

Summary:

- Concern over assessment techniques and fairness.
 - Comparison of mill rate methodologies within regions.
- Mill rate review of oil and gas installations under *The Municipalities Act*.

Discussion Topic: Storm Water Maintenance

Summary:

- Funding of various projects always an issue.
- Example: regional lagoon coordination in Kindersley area.

Discussion Topic: Urban/Rural Issues

Summary:

- Example: Yorkton Planning District.
 - Concerned about fringe area planning – urban to rural and matching land uses.

Discussion Topic: Water and Wastewater Supply

Summary:

- Want to see regional wastewater plan – cost is \$30-50 million for regional upgrade.

- Engage with SaskWater on regional plans. For example, the City of Yorkton has capacity to outside boundaries.
- Solid waste user fees make money. Use a similar approach for water and wastewater user fees.
- Example: City of Martensville
 - Interested in regional water and wastewater, and has been engaging the Water Security Agency and SaskWater.
 - Questions about:
 - Rates and overall regional management;
 - Managing infrastructure over time; and
 - Need better ownership and rate models.
 - Piping quality and longevity is a concern.
 - Regional waste stream evaluation, especially for recycling.
 - Loraas working with the City of Saskatoon. User pay being considered, but unsure of citizen support.
 - Need better solid waste plan.
 - Transfer stations need to make money.
- Example: Town of Esterhazy
 - Has excellent water supply, but not very tasty.
 - Lagoon outside town.
 - Infrastructure is getting old, especially in the eastern half of the town.
 - Some infrastructure did not meet construction standards.
 - Town liability includes about 20 blocks of sewer and water.
- Example: Village of Goodsoil
 - Lagoon for part of the region. Should map and connect with partners.
 - Water provided by SaskWater with 1/3 funding model with the Village of Pierceland. Should evaluate water and sewer partnerships as part of district official community plan implementation and connect with long range plans.
- Example: Village of Elbow
 - Water and sewer mains built in 1960s, which has created an infrastructure liability.
 - Has lagoon and contracts with others, but long term viability always a question.
- SaskWater coordination with land use, especially agricultural-based services, and profiling future uses in conjunction with economic development.
 - SaskWater rates regulated by the provincial government.
 - Municipalities would like some input on both agreements and rates. Should be given opportunity to provide input on rates before municipality budget and SARM convention.
- Aeration coming to reduce smells, investigate this technology.
- Example: RM Sherwood
 - Has potable water treatment.
 - Uses Regina aquifer for source.
 - No lagoons. Has pump and haul, which needs evaluation.
 - Should coordinate liquid waste with the City of Regina.

Governance Panel with Debrief Process

The Governance Panel featured the following five leaders from communities that are collaborating with regional partners:

- Cheryl Bauer-Hyde, North Central Lakelands Planning District
- Rennie Harper, Twin Lakes Planning District
- Peter Nicholson, Mid-Sask Planning District
- Pam Malach, Rural Municipality of Sherwood No. 159
- Shauna Bzdel, City of Regina

The leaders answered questions from a moderator to provide useful information to forum participants seeking to advance regional planning in their communities. The questions posed to each leader on the panel were:

1. Please give a brief overview of your organization and how you came together.
2. What are two challenges you have faced in the past and how have you handled those challenges?
3. How do you conduct your meetings?
4. What staff resources do you share?
5. What services or infrastructure do you share or work on together?
6. What is the most valuable thing that keeps your group working together?
7. Where do you see your group in five years? In 25 years?

Forum participants were asked to discuss and develop the ideas they heard with the people sitting at their table using the “What? So what? Now what?” format. Note takers and facilitators helped the flow of conversation and recorded main points. The discussions diverged significantly and touched on many topics related to governance and others that followed different interests. These conversations are summarized by topic below. Topics are organized alphabetically.

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Discussion Topic: Administrator/Council Considerations

Summary:

- Relationship between administrators and councils.
 - “Councils come and go – it is the administrator who runs the show.”
- Interaction with and education for the public, informing the public and communication are important, so people are informed when the council changes, since council is drawn from the public.
- Councillors cannot take day off work to go to a forum like this, but it is important that they get this information. Possibly look at paying them \$100 per day to come.
- A good starting point for those without a planning district is start with administrator collaboration.

Discussion Topic: Advice when Collaborating

Summary:

- Let the technical personnel, such as administrators and engineers, handle the details and put together information so that partners can make the right decisions.
- The real benefit and strength of Saskatchewan is in coming together and supporting each other.
 - Government funding is key, and rural communities are vulnerable.
 - Any solutions will be stronger if communities join together.
- It can take a long time for a group of people to acknowledge and trust the knowledge and expertise among them. They keep looking for some sort of expert, but can do a lot by themselves.
- Survival of rural Saskatchewan communities will depend on the common pooling resources, doing joint initiative and contracts.
- Keep your eye on the prize, have to stay optimistic, look toward the outcome, and have a tangible and distinct outcome to guide and gauge your success.
- Focus on commonalities, especially common vision and values.
- Need to get buy-in from stakeholders. This is assisted greatly by tangible benefits.
- Need to be accountable, including to reporting back to the community to show interim returns on investment.
- Participation should be rewarded with some authority or opportunity to have an impact. If you strike a committee to make a recommendation, but you ignore the recommendation, the members will not come back.
- Keep the door open to new partners. Be ready for new unforeseen opportunities.
- Foundational information, like an asset management plan, is key for proactive, preventive action rather than reactive, corrective action.
- Everything is interrelated. Not just water, housing, or a rink, but actually all together.
- Proactive, future-focused, forward looking approach to take advantage of opportunities as they come along. Affirm the capacity in communities, including existing knowledge and the ability to learn and grow.
- Keep a focus on nurturing relationships.
- Know your vision.
- Shift in mindset to focus on the strengths.
- Share information between different district for the benefit of all.
- Need legislation that helps us work together.
- Get their messaging clear and aligned to be collaborative, then relay it effectively to the communities.
- Saskatoon Regional Economic Development Authority usually helps to have better communication and implication in decision making.
- Use smaller working groups.
- Do not forget about other municipalities that are not participating. They are still impacted and will also impact decisions and processes.
- Need to resolve old conflicts and move on.
- Include First Nations.
- Inventory of equipment between communities. Already done with emergency services.
- You can get better buying rates through working together. For example, purchase four graders for snow clearing in a group of communities.

Discussion Topic: Challenges to Collaboration

Summary:

- Consistent meeting with the right people.
- Overcoming siloed interest thinking.
- Sharing information and discussions with local council.
- Overcoming animosity. For example, the RM of Sherwood and the City of Regina.
- RMs are scared.
- Do not want to rock the boat. “Scarcity” mindset versus “big picture” thinking.
- Levies to go through the City of Saskatoon.
- Proposed bridge to north end of the City of Saskatoon.
- Idea around highways and development with long time tables.
- Mixed message coming from SARM and SUMA.
- Administrator capacity and workload is high. Many communities have an administration one or two days per week. They cannot keep up with the work.
- Unseen or poorly visible problems can be difficult to secure funding.

Discussion Topic: Communication Principles and Practices

Summary:

- Face to face communication is critical.
- Leave the past in the past and move forward.
- Hard to get administrators to reply by e-mail.
- Communication should be more frequent than the standard board meetings.
- Communicate personally, face to face, not just email and messaging.
- Need networking.

Discussion Topic: Conflict and Relationships

Summary:

- Old wounds run deep, and can last for years.
- Fear of being under someone else’s thumb.
 - For example, the Town of Lumsden did not want to use Regina’s sewage because they did not want lack of say and control. The Town of Regina Beach did not want to be under the Town of Lumsden for the same reason.
- Networking opportunities, such as this conference, are very important.

Discussion Topic: Economic Development

Summary:

- Involve those with a common interest. For example, dairy farmers in the Town of Osler area could generate small cheese manufacturers.

Discussion Topic: First Nations and Métis Considerations

Summary:

- Should be an Indigenous person on SARM and SUMA, or at least be invited. Should be a seat for First Nations.
- Intergenerational trauma.
 - Need to respectfully honour this, but find a way to move forward.

Discussion Topic: Good Governance

Summary:

- Develop a governance document to specify protocols for meetings.
 - Can find resources on the internet to help develop protocols.
- Make sure you know how you will resolve disputes.
- Consistent processes:
 - How the decisions are made needs to be agreed-upon.
 - Keep personal matters out of the picture.
 - Have a terms of reference, which is a framework for collaboration.
 - Have an agreed upon-structure that each party is aware of, follows, and helps guide you when you get stuck.
 - Parties need to be ready to give and take.
 - There will be times that things might need to change. Bylaws and agreements are living documents. How that happens and what that process looks like needs to be consistent.
- Trust:
 - There will always have to be compromises made.
 - Both sides have needs. Recognize that there will need to be give and take between parties.
 - The relationship needs to be there in order to compromise.
 - Dynamic changes for the worse when there is no trust.
 - How do you generate trust?
 - Always a challenge.
 - Find quick wins.
 - Be honest and always communicate respectfully.
- Flexibility:
 - Have “interests” instead of “positions.”
 - You can limit your flexibility if you lock yourself into specific positions.
 - Interests are broader.
 - Using interests helps encourage innovation.
 - Find a way to get to yes (“Getting to Yes” by Fisher, Patton and Ury).
- Unified front:
 - Challenges of inconsistent processes between municipalities.
 - Uncertainty and fear of the unknown, possibly from a lack of information, can drag projects down.
 - Important for a community to get the ground-work done as early as possible.
 - If they are able to provide information and certainty to business, it makes it easier to invest in the community/region.

- Have to consult and engage all affected parties.
- Fact-based decision-making.
- Dedicate resources to finding out what a community's strengths are.
- Acknowledgement:
 - Leads to education and capacity building.

Discussion Topic: How to Build Capacity

Summary:

- Share services.
- Plans can help.
- Start over versus revive.
- Grant funding for region to get together.
- Communicate about opportunities.
- Reach out to others and find out what they are doing.
- Some services cannot be promised without a fee.

Discussion Topic: How to Start Collaboration

Summary

- Started with sharing equipment.
- Began with exercise to determine and affirm shared values, which can include respect for the natural environment and mutual cooperation.
- Led to more informal contact and collaboration.
- Need a catalyst to begin, could be an event, and a champion to rally.
- Get together with food.
- Start small and enjoy small successes.

Discussion Topic: Power and Authority

Summary:

- For true partnership, power cannot be in one spot in the region.

Discussion Topic: Procedural Considerations

Summary:

- Agreement should be understandable and concrete.
- A memorandum of understanding should be brief and include dispute resolution clause.
- Keep all communities informed.
 - Meet once a month.
 - Keep membership interested in project and in long-term planning.
- Commit to action by a certain date.
 - Councillors volunteer on a part-time basis while holding down full-time jobs, so there is a need for sustained engagement.

- Bonding in a relaxed atmosphere, value of having a meal together in meetings.
 - Stops people from looking at the clock.
- Value of opposition.
 - Avoid tunnel vision.
 - Value of different perspectives.
- Participants like the format of the forum for engagement.
 - Not “high table,” more of a listening circle of “Socratic circle” (round tables).
 - No long tables.

Discussion Topic: Public Engagement

Summary:

- Using social media to get people engaged. Very comforting when people respond.
- Need to listen to the people and meet informally.
- Difference between lecturing people and informing people, how do we make people feel involved.

Discussion Topic: Values and Principles that Support Collaboration

Summary:

- Making communities.
- Extending the olive branch.
- Shared service.
- Inclusion.
- Openness.
- Good faith.
- Education.
- Working together.
- Reassessing our attitudes.
- Respect.
- Trust.
- Transparency.
- Stay humble.
- Acknowledgement – leads to education and capacity.
- Focus on what you can do.

Facilitated Networking and Collaboration

On the afternoon of the second day of the forum, participants gathered in groups determined by geographical area. The task they were given was to list and prioritize real opportunities to collaborate and to make initial “straw dog” plans to initiate further discussion with stakeholders after the forum. Note takers and facilitators helped the flow of conversation and recorded main points. These conversations are summarized by region below. Regions are organized alphabetically. In addition to reviewing their own region’s discussions and plans, readers might wish to view other groups’ plans to generate new ideas for their region.

These summaries include only the points that were recorded by note takers and facilitators, and cannot encompass the totality of the conversation. Some points listed below may contradict other points, since there was a wide range of views conveyed and diversity of views was encouraged. Names have been removed to maintain anonymity in this publication. Geographic locations remain. If the reader has a particular interest in a comment or wants to make a connection with the author of a comment, please contact the Ministry of Government Relations' Community Planning branch and they may be able to assist in making the connection.

Discussion Topic: East Central Region

Summary:

- We have a lack of resources and we need to focus on investment.
 - Find ways to unlock trust money through investment.
 - We could revitalize old buildings.
- Yorkton has a renewed regional plan and is working on transportation.
 - Establishing growth.
 - First Nation land will be affected. Consultation has been done.

Discussion Topic: North East Region

Summary:

- Current challenges include:
 - SaskPower coordinating with municipalities for future growth.
 - What is available in the area? Must fit with federal mandate.
 - Wind and solar potential. Currently lacking in capacity and technology.
 - Question: How should SaskPower get more public engagement?
 - Turned people away at SARM. Do more at SARM and SUMA annual conferences.
 - For example, information/notices with power bills, email or mail.
 - Indigenous engagement could be restricted. Need to consider multiple methods of engagement.
 - Tough because political environment is volatile. Need to engage with residents, not just politicians.
 - Lack of recreation opportunities for youth and seniors, which lead to “quality of life issues.”
 - Impact of changing environmental codes on infrastructure.
 - No water and wastewater in some communities.
 - Can rural water utilities be extended?
 - Working with bigger cities.
 - Regional fire system.
 - Political environment.
 - Working with First Nation organizations.
 - Highway 2 corridor landfill.
 - Affordable housing.

- Challenge to be addressed: Communal/public water provision for wider area.
 - Stakeholders:
 - Prince Albert rural water utility;
 - City of Prince Albert;
 - RMs of Prince Albert, Buckland and Paddockwood;
 - Wahpeton First Nation, Little Red, nearby First Nations and Métis;
 - District of Lakeland;
 - Village of Christopher Lake; and
 - Prince Albert and North Central Lakelands Planning Districts.
 - Framework:
 - Meet at the table.
 - Identify issues and shared resources, such as engineers.
 - Need to agree on cost sharing.
 - Disclose real costs.
 - Decide if you need a return on investment.
 - Project the cost to determine if it is feasible.
 - There will be capital and operating costs for long term operation.
 - Consider a user pay system.
 - Are there other grants available when working regionally?
 - Energy funds are available through the low carbon economy fund.
 - Create and use standard agreements.
 - Identify how costs and revenue will be shared.
 - Include a dispute resolution process.
 - Decide on a memorandum of understanding or a regional partnership.
 - This example is an existing utility. What amendments need to be made?
 - Possibly done through formation of user groups.
 - Identify short and long term plans.
 - Communication Plan:
 - Engage with current local water haulers.
 - Can service provision be made easier?
 - Consider businesses, residents (full time residents versus seasonal residents) and other municipalities (some will buy-in and some will not).
 - Consider the process used when natural gas was brought in.
 - Money influences decisions. “If it costs too much, people will not want it.”
 - Need to explore any/all alternative options available.
 - Do people want a communal system?
 - Maybe only some communities can be served, based to density.
- Challenge to be addressed: Creation of a Northwest Central Waste Management Group outside the City of Prince Albert.

- Stakeholders:
 - Possibly two municipalities extend south, and two municipalities extend north with new landfills along Highway 2.
 - Possibly Lac La Ronge Indian Band and New North.
- Framework:
 - Have a reduced rate for members.
 - City of Prince Albert does not like calling their landfill “regional landfill.”
 - Lac La Ronge Indian Band and New North were looking at a regional landfill along the Highway 2 corridor.
 - Potential to work together to extend this south.
- Challenge to be addressed: How to handle development pressure and how to maximize economic benefit, such as new petroleum development or post office.
 - Stakeholders:
 - North Central Lakelands Planning District;
 - Local contractors, industry, and residents; and
 - Surrounding municipalities.
 - Framework:
 - Have table discussions for everyone.
 - Determine best location for a proposed development.
 - Is there housing to accommodate workers?
 - They currently have an inter-municipal business license.
 - Are there incentives? What can we offer them?
 - For example, mill rate incentives or tax holiday incentives.
 - These must be clearly communicated to rate payers.
 - Prior to an application, they can identify potential areas for development in future plans, such as an official community plan.
 - For example, the post office in Christopher Lake.
 - Residents were hesitant at first, but now it is a big success.
 - It expanded from 700 to 1,400 square feet.
 - Communication Plan:
 - Engage with local contractors.
 - Have a clear plan up front and communicate it to residents.
 - “Do not hire anything. Confidentiality concerns may lead to criticism.”

Discussion Topic: North West Region

Summary:

- What is currently happening?
 - Town of Battleford: Master Recreation Plan
 - Identify users, facilities, future needs and better resourcing.
 - Related to quarterly meetings.
 - Developed between the Town of Battleford, City of North Battleford and First Nations in the surrounding area.
 - City of Lloydminster: Growth Study with RM of Britannia and other RMs
 - Challenges/Opportunities: New wastewater treatment plant by 2020.
 - \$85-90 million estimated for new facility.
 - Requires more collaboration.

- Models of collaboration:
 - See corporate model for recreation facilities
 - It is less about jurisdiction and location, and more about flexible governance, funding, benefits and models.
- Question: Has anyone done a facilitated study of regional assets and facilities?
 - Answers:
 - Grant applications may be more successful for regional projects.
 - Example: Kindersley regional landfill.
 - The project did not receive the requested provincial funding, but it proceeded anyway.
 - Municipalities are now working together to tender for haulers.
- Question: How did you establish a funding model or reach funding agreements?
 - Answer: Agreement between Council representatives can be impacted by or change after elections.
 - Comments:
 - We need to put agreements in writing.
 - Council and administration will change. Documented plans will need to be in place to keep momentum.
 - The two-year band council election cycle can be challenging when making agreements.
 - Following through on plans is easier with operating dollars versus capital costs.
- For trickier problems, like fire services, it takes significant effort to solve funding issues.
 - The benefits of working together on issues like this can be quite substantial.
 - This type of problem solving requires all parties involved to have a common understanding and sharing of information.
- Councils need to show leadership and vision to get projects running, otherwise administrators feel “stuck” when trying to do their jobs.
- First Nation perspective:
 - Huge mandate for housing, emergency preparedness, professional services, and other services.
- Emergency preparedness plans:
 - Who do you talk to back at home?
 - What will you say/ask/propose?
 - Who/how to talk to RMs about their emergency preparedness regarding the plan development for 6 Nations?
 - Town of Battleford/City of North Battleford:
 - Will talk to surrounding RMs about implementation concerns.
 - Will find out who on Council/administration is the right person to ask in each RM.
- Consider efficiencies gained with regionalization to attract business.
- RMs drop out of regional initiatives because of fear of amalgamating and loss of autonomy.
- We should create incentive to encourage amalgamation.
- Sharing resources should encourage efficiency.
- Form relationships with First Nations.
- Consider landfills, joint emergency plans and water pipelines through a regional lens.

- Examples of success:
 - The Village of Pierceland and the City of Meadow Lake established relationships with surrounding towns and villages.
 - The Village of Goodsoil and the Village of Pierceland collaborated and shared resources.

Discussion Topic: Rosthern and Area Region

Summary:

- Connections:
 - Dispute resolution process used to assist with blind spots, disputes and power struggles.
 - Building partnerships.
 - How can you get an “off the rails relationship” back on track?
 - Administration should forge relationships and move forward together.
 - Decision makers should not be part of operations.
 - Relationships and trust continue to be a struggle.
- Challenge:
 - Administration needs to work well internally, as well as with Council.
 - “This is easier said than done” – we need ideas and support.
- Concepts:
 - Agreements that evolve:
 - Draft details.
 - Be flexible when required.
 - Include a dispute resolution clause to identify how to problem solve.
 - Information sharing.
 - Transparency.
- Changes:
 - Strengthen terms of reference to include clauses for penalties for contravening the terms of reference.
 - Be more open-minded.
 - Education sessions to provide clarity on roles and process.
 - Consider continuing and ongoing education for councils and administration.
 - Mediation.
 - Lead by example.
- Joint attendance at sessions.
- Town of Esterhazy:
 - Fire hall:
 - Has a town fire truck.
 - The Town of Esterhazy covers upfront costs.
 - Capital costs are split per capita and divided up at the end of the year.
 - Building maintenance is required.
 - Money is needed for rural calls.
 - Issues regarding costs for servicing the neighbouring communities.
 - Plan updates are required.
 - Parks and recreation

- Urban municipalities often own recreation centres.
 - Clubs often manage recreation centres, if financially sustainable.
 - RMs need to contribute more to recreation centres.
 - Preparing a levy bylaw is useful.
 - The Town of Esterhazy needs a new water facility.
 - Such complex projects may mean that the municipality will not have the capacity to complete the project without help.
 - Bylaw enforcement
 - Officers are too busy to enforce bylaws.
 - Good waste management takes more than bylaws. It requires citizen commitment.
 - Animal shelter
 - Animal concerns/sick animals are a growing problem.
 - “We need a pound.”
- Town of Langham.
 - Closest community and partner helps with workload.
- Regional emergency management plan:
 - Needs to be updated.
 - No need for multiple productions in different communities.
 - Cooling from region would help disaster management.
 - Finding the right staff is key.
- Potable water:
 - Regional water treatment plant in the middle of the planning district.
 - Held hostage by cities.
 - Water can be very expensive.
 - Different sources.
- Challenges with non-ratepayers using recreational facilities.

Discussion Topic: South Central Region

Summary:

- Part of the culture of Saskatchewan is to avoid problems.
- Example of failed collaboration: Farmer study conducted on a regional water solution.
 - Study did not provide any answers to the water problem.
 - The communities involved should have worked together.
- Short term planning produces some benefit, but long term planning (40-50 years) is needed.
 - Includes asset management plans and change management plans.
- Funding for infrastructure has to be matched with human resource and administrative capacity, otherwise they will fail.
- Process should never change regulation of the players.
- Regional committees, discussions and ongoing collaboration are key.
 - ‘The future is bright if we want it to be!’
- Can we create funding parameters that include regional planning?

Discussion Topic: West Central Region

Summary:

- Current challenges include:
 - Roads;
 - Water and wastewater;
 - Municipal infrastructure;
 - Regional planning with neighbouring communities;
 - Implementing programs/systems can be challenging for small municipalities;
 - Emergency management plans; and
 - Governance:
 - Giving up autonomy is a large and complex issue;
 - Need to shift the mindset of folks involved; and
 - With the Saskatoon North Partnership for Growth, there is a desire to get it right and knowledge that plans are meant to be amended.
- Smaller municipalities can be overwhelmed when undertaking capital works projects.
 - Employing the people necessary to see a project through can be challenging.
- Identify projects to work on regionally.
 - Examples: asset management plans and grant funding.
- The group should include everyone, meaning residents, tourists and industry.
- Do not wait for the “perfect plan.” We need to start implementing ideas to see if/how they work.
 - “You do not know what you are missing until you put the plan into place.”
 - “You can always improve on the plan later if you need to.”
- Public engagement and education.
 - It is important for people to see where their money is going.
- Once a decision is made, it is important to inform, educate and engage the public.
 - Need for transparency to build trust.
- Problem to solve: Challenge of communication and engagement.
 - How do you engage the necessary people, including hard to reach individuals and varying ranges of demographics? How to keep people “in the know”?
 - Consider newspaper, phone, email, and social media.
 - Why is this a problem?
 - “Misinformation can wreck a project or an idea.”
 - “You do not know what you do not know.”
 - Playing telephone tag with incomplete information/facts is dangerous, because you “get a bunch of half-truths.”
 - Possible solutions to address the problem:
 - Coffee with your councillor.
 - Example: City of Saskatoon program.
 - Ratepayer meetings.
 - Information nights to address the question of “where do my taxes go?”
 - Tax 101 session.
 - Community supper meetings.
 - Could provide community updates during supper.
 - Collect and distribute frequently asked questions on issues, like taxes or major projects.

- How to keep momentum going?
 - Have succession planning to prevent loss of information.
 - Transition binder containing summary of key issues.
 - Things that councils can do:
 - Fun night for councillors.
 - Invite “second row” of people to meetings.
 - Orientation for new councillors.
 - Engage ratepayers on a regular basis.
 - Challenge councils and ratepayers to collaborate together.
 - Meet to determine the priorities of the community.
 - Invite neighbours to events.
 - A planning district meeting can serve as a forum.

Appendix D: Feedback from Forum Participants

Forum Participant Workbook Feedback

The Day 1 feedback form in the participant workbook asked three open-ended questions. The questions and summary of feedback received for each question are as follows:

1. What was the most valuable part of today for your community/organization?

Summary of Feedback:

- Learn what is currently being done and ways to improve.
- Water Security Agency and Asset Management Saskatchewan trade tables.
- Chief Delorme delivered an inspiring presentation on reconciliation, partnership and cooperation.
- Chief Delorme's address and the hackathon.
- Listening to the experiences and challenges of others attending.
- The open source gave everyone an opportunity to voice their opinion, learn, see challenges, and how challenges can be overcome.
- Networking, sharing concerns and ideas.
- Problem solving from many angles by using a flip-chart, professionals in practice and guided group discussion.
- Finding out that honesty and transparency is important.
- Learning how to come together with other communities.
- Keynote speaker and trade tables.
- Chief Delorme's comments on working together with First Nations. The holes in the canoe need to be filled.
- Recognizing the opportunities available when working with our neighbours.
- Networking at breakout sessions and Chief Delorme's presentation.
- Realizing the potential that shared services can have.
- Concurrent sessions.

2. Were there any topics not discussed that you would like to see discussed on Day 2?

Summary of Feedback:

- The overall process in implementing government partnerships.
- Real world examples of cost-sharing infrastructure, both capital and operating.
- Funding for regional cooperation and planning.
- The high cost of engineering. Will engineers work with us on a regional basis?

3. What format did you find most beneficial?

Summary of Feedback:

- Brainstorming and networking.
- Informal group activities.
- Fantastic discussion during the hackathon. The table facilitator did well.

- Hackathon was most beneficial. Could have used more time or time for different topics.
- Opportunities where a hot issue was brought up and the following free discussion.
- Slido app is a great way to share ideas, especially for people who are shy to speak up.
- Three breakout sessions. I heard great comments from a diverse group of people.
- Group discussions.
- Open source.
- Opening addresses, keynote speaker and trade tables.

The Day 2 feedback form in the participant workbook asked three questions with a 5-point response scale, 1 being low and 5 being high. The Ministry of Government Relations received 14 responses to this survey.

The questions and average response were:

Question	Average Response
1. Did you learn something of value you can apply in your role at home?	4.57
2. Did you get a chance to communicate what you need to develop further?	4.64
3. Did you find ample opportunities to work on specific plans or issues with others?	4.50

Both the Day 1 and Day 2 feedback forms asked participants to provide any additional comments for the organizers. Feedback from both days is summarized below:

- Wonderful sessions. Really liked how it was set up to interact with each other, just like regional planning needs to be done.
- Facilitators were very helpful. Group members became engaged.
- Truly enjoyed the format of the forum. It was excellent.
- Great planning. Creative network helpful. Facilitators are great at each table.
- This was time well spent, learned a lot and have great ideas to take back to our neighbours.
- Awesome forum. Great networking and ideas sharing.
- Thank you. Good conversation, appreciated the facilitation and different ways to engage. Remember to invite all stakeholders and include them in dialogues.
- Looking forward to the new training with the planning board.
- It was great to hear from other planning districts to know what their success and challenges are. How regional planning districts overcome challenges will be great to take back to our municipality.
- Great job.
- Thank you for the opportunity to attend.
- The introductions for the trade show was too long. Each could have given a two to three minute overview. Lost too many people in the crowd.

- Did the organizers invite a First Nations Chief to take part in the opening address? It seemed like they were missing from the opening.
- Great job to all.
- Very refreshing format, the enthusiasm from the organizers and presenters was contagious.
- Great work, very helpful in building networks and hearing different perspectives.
- Great keynote speaker. Chief Delorme opened a lot of eyes.
- Enjoyed the format, no wasted time. Program kept moving.
- I really liked the Slido app.
- I felt like I constantly had to check the Slido app, but I enjoy doing so.

Governance Panel Debrief Process Feedback

Following the governance panel on the morning of Day 2, participants had time to discuss a series of questions at their tables. During these discussions, a number of participants put forward suggestions for the Ministry of Government Relations to consider. The recorded suggestions are summarized below:

- The system currently is built for segregation with nearly 300 RMs. Fewer districts. Force planning.
- Structure/systemic change.
- Involve SARM in regional structures.
- Talk about amalgamation, do not avoid the issue.
- Facilitate a mini version of this forum within small community groups.
- Sometimes nice for government to force working together.
- Financial incentives to form groups.
- Federal funding needs to be shared.
- Grants for more planning.
- Need education. Planning is a prescriptive process.
- Minimize regulatory footprint.
- Have forum in different locations, not just one.
- Have forum at different time of year. This is budget season.
- Amalgamation threat is always looming.
- Would be good to have a webinar version of forum to listen in.
 - Could have facilitators in multiple locations to guide general discussion and engagement, and then listen to the common webinars for major presenters.
 - Only six people driving instead of tons.

Post-Forum Survey Feedback

Following the forum, participants were emailed a brief survey and invited to provide comments which the Ministry of Government Relations will use to improve future events and develop additional education and training resources. A copy of this survey is included below.

2018 Regional Planning Forum

Thank you for attending the 2018 Regional Planning Forum! The Ministry of Government Relations wants to better understand what worked, what could be better, and where we should go from here. Please help us by completing this short survey. Be as brief or as detailed as you would like.

Please submit your responses by email to Mica McGarry at mica.mcgarry@gov.sk.ca or by mail to the Community Planning branch, 420 – 1855 Victoria Avenue, Regina SK, S4P 3T2.

1. Using the scale of 1 to 5 below, please tell us what you thought of the following items:

	1 – Very Dissatisfied	2 – Dissatisfied	3 – Neutral	4 – Satisfied	5 – Very Satisfied	
	N/A – Not Applicable					
a. Opening remarks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	N/A
b. Keynote Speaker, Chief Cadmus Delorme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	N/A
c. Facilitators, Tim Nickel and Lori Henderson	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	N/A
d. Emcee, Jenna Schroeder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	N/A
e. Branch staff and volunteer facilitators	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	N/A
f. Day 1: trade tables	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	N/A
g. Day 1: hack-a-thon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	N/A
h. Day 1: open-source	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	N/A
i. Day 2: governance panel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	N/A
j. Day 2: table discussion (AM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	N/A
k. Day 2: regional discussion (PM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	N/A
l. Venue: room, food, location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	N/A

2018 Regional Planning Forum – Survey

2. Using the scale of 1 to 5 below, please select your response on the following statements:

1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree
N/A – Not Applicable

- a. The forum was the right length of time (2 days) 1 2 3 4 5 N/A

If you disagree or strongly disagree, please expand (e.g. forum was too long, forum was too short)

- b. Having outside facilitators improved the forum 1 2 3 4 5 N/A

- c. My organization will benefit from my attendance 1 2 3 4 5 N/A

If you disagree or strongly disagree, please expand on why it was not beneficial to you:

- d. I would attend events like this in the future 1 2 3 4 5 N/A

For the following questions, please use the text box below the question or statement to provide your answer.

3. The best parts of the forum were...

4. The parts of the forum I would change were....

2018 Regional Planning Forum – Survey

5. Something missing from this event that I would have liked to see was...

6. What I told people (e.g. co-workers, colleagues) about the forum was...

7. Additional comments I have for the ministry on this forum are...

8. Starting in 2019, the ministry will be developing new training materials to facilitate regional planning. What would you like to see in this training? (e.g. length of training, type of exercises, format, topics)

9. Final comments I have on regional planning are...

****Survey results will be compiled by the Ministry of Government Relations for the purpose of informing and improving future events****

The Ministry of Government Relations received 23 responses to the emailed survey. Results of the survey are summarized below.

1. Using the scale of 1 to 5 below, please tell us what you thought of the following items:

1 – Very Dissatisfied 2 – Dissatisfied 3 – Neutral 4 – Satisfied 5 – Very Satisfied

Question	Average Response
4. Opening remarks	4.05
5. Keynote speaker, Chief Cadmus Delorme	4.68
6. Facilitators, Time Nickel and Lori Henderson	4.32
7. Emcee, Jenna Schroeder	4.41
8. Branch staff and volunteer facilitators	4.36
9. Day 1: trade tables	3.82
10. Day 1: hackathon	3.85
11. Day 1: open source	4.05
12. Day 2: governance panel	3.89
13. Day 2: table discussion (AM)	4.24
14. Day 2: regional discussion (PM)	4.11
15. Venue: room, food, location	4.27

2. Using the scale of 1 to 5 below, please select your response on the following statements:

1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

Question	Average Response
a. The forum was the right length of time (2 days)	4.25
b. Having outside facilitators improved the forum	4.09
c. My organization will benefit from my attendance	4.29
d. I would attend events like this in the future	4.36

Additional Feedback for Question 2:

- Introductions for trade show and welcomes on first day were too long.
- The trade tables almost said too much. People did not bother to speak to them, just grabbed papers and left again.

3. The best parts of the forum were...

Summary of Feedback:

- Great opportunity to meet people and network. May lead to collaboration in the future.
- The ability to interact with other people. How the forum was set up ensuring people moved around and had to interact with other people.
- Very good facilitators. Very hands on forum.
- The opportunity to network with other municipalities. This provided opportunities to share in a safe environment with positive results.
- The session on asset management.
- The ability to connect with other municipal staff and officials to discuss common issues and explore solutions.
- Hackathon and open space.
- Having the opportunity to discuss inter-municipal governance with those outside of my region provided a safe space to generate ideas.
- Hearing what others have to say.
- The remarks by Chief Cadmus Delorme and the way the hackathon was organized. I felt the facilitators made every effort to make everyone's concerns and/or comments heard.
- Hearing what is happening in other communities and comparing their statements to what is happening in our community.
- Interacting with diverse stakeholders. Also, Chief Delorme and all other speakers were very inspiring and provided thoughtful visions for a better Saskatchewan.
- Chief Cadmus Delorme speaking on how to work together. Just one take away: We all have hurdles to being the best governance body we can be, but if we work together, we improve the chance of coming out better than when we started.
- Networking.
- The networking and perspectives from the variety of clientele.
- The Day 2 regional discussion in the afternoon. We had the opportunity as a regional group to address and discuss a real regional issue.
- The Day 2 regional discussion table was an insightful and fierce discussion with participants that had diverging perspectives.
- The hackathon and table discussions.
- The structured networking was fantastic. I enjoyed the way we were split into groups/topics/geographic areas.
- Having outside facilitators and facilitators taking notes at each discussion table/breakout session.

4. The parts of the forum I would change were...

Summary of Feedback:

- The trade tables. I am not sure the trade tables were very useful, and I am not sure the individuals representing each trade table were really clear on their role.
- I do not think I would change anything, content wise. Perhaps a different meal for the second day rather than the same.
- Try to make it more applicable to day-to-day operations in a municipality.
- The hackathon ended up being a bit rushed for the last group, perhaps allowing some more time for Day 1 afternoon activities, such as having two activities instead of three.
- I guess you can always allow more time for discussions, or focus the discussions on fewer issues instead of all of potential issues linked to regional planning.
- Some parts of the workshop seem to lack participation or feedback.
- Some of the session structures were not very clear and did not feel like they were part of a bigger picture outcome being sought.
- Longer table discussion sessions.
- I found the forum to very well presented and planned out. I would not change a thing.
- Would have liked to see/hear from more municipalities that are working together and more focus on what municipalities need in order to better work together.
- The sessions were very loud. Have each category broken into separate rooms if possible.
- None.
- It would have been beneficial to have separate breakout rooms for the open source.
- Maybe having the ability to speak to the trades tables more. I could not get to some tables as people were there and some individuals took a lot of the representatives' time.
- Either having the trade tables over two days or longer period of time would be great.
- Shorter intros to trade tables. Two to four sentences each would have been adequate.

5. Something missing from the event that I would have liked to see was...

Summary of Feedback:

- Having the ability to slot time with a member of the ministry.
- A session on best practice or examples of regional cooperation in Canada or even North America. I think academic or university research on this topic would have been useful.
- Well done.
- More on the ground and not so high level. I would also like to see an email forum so participants can talk to each other and start regional planning/networking.
- Social evening event or supper would have been nice to connect more with individuals met during Day 1.
- More of a spotlight on existing inter-governmental relations between First Nations and municipalities. Could include during the panel discussion.
- I could sense that there was a lot of interest in discussions related to the connection between regional planning and economic development. This was not the main focus of the forum, but I would have liked to see more of these type of discussions happening.
- Do not think anything else was needed.
- There seemed to be a white elephant in the room that everyone talked around.

- Perhaps more trade booths. With the number of people who attended, could have accommodated a couple more booths.
- Perhaps an optional casual/informal networking opportunity in the evening.
- I would like to see more information in regards to property assessment and the appeals process. More workshops on this.
- More information/explanation on the ministry's role in regional planning and future initiatives. Also, more facilitation/discussion as a larger group on what municipalities need to plan regionally.
- I think some advance planning on matching up geographically appropriate regions would have helped deepen the conversations and expand the post-forum outcomes.
- Perhaps for a future events having the ability to slot time with a member of the ministry to talk about specific issues and concerns with planning and development professionals. This could be a half day allotted prior to or after the forum.
- It was great, but I wished other staff and some council members had attended.
- Opportunity to provide comments on what is or is not working legislatively to successfully integrate regional planning philosophies into each and every municipality.

6. What I told people (e.g. co-workers, colleagues) about the forum was...

Summary of Feedback:

- That it was very useful to have a chance to network and make contact with individual living and going through the same issues/opportunities that we are going through.
- This was a very informative forum. I would not miss it. Great information.
- That I think the politicians have to get together for regional planning and people need to start sharing resources.
- We are not the only place with issues. Many municipalities are struggling with similar issues and it was great to get ideas and feel supported.
- We need to talk about planning and identify some issues that planning may resolve. Start communicating. Look to the future. It is not too late to start and what do you have to lose? Do not prejudge, give it a try.
- It was not a conference, as we had the opportunity to discuss and workshop ideas with other local governments/stakeholders.
- Guest speaker was excellent.
- I really enjoyed participating in meaningful conversations with representatives of both smaller and larger communities.
- I learned a lot from other government ministries and agencies. I could see and find some synergies on what we are working on. More of such forums should be organized to avoid working in silos and foster more collaborations in areas of common interest.
- Excellent opportunity to obtain perspectives from a variety of clients.
- I shared with my council that perhaps we should incorporate regional planning opportunities with other municipalities in our long term strategic planning.
- Great session. Need more such sessions going forward.
- That it was a good start.
- The outside facilitation was great and really helped the discussion.
- I sensed a general acceptance of the change that needs to happen.

- Very well set up, very well organized. Lots of information gathered. Lots of interaction with other entities.
- Chief Cadmus Delorme and his ability to see a vision and not just work towards it, but his desire to take everyone in his community along with him while he does it. Everyone gets a piece of the value/feeling of wellbeing added to their community by doing it together. We all come from different backgrounds, level of capacity and understanding, yet all want the same thing – quality of life for everyone living, working and playing within in our communities.
- It was very educational and interesting. Learned that other communities have the same struggles and that they found solutions.
- It was definitely worth attending.

7. Additional comments I have for the ministry on this forum are...

Summary of Feedback:

- I was not sure if the event was to be about planning in our regions or about regional cooperation. I understand it was a bit of both, but I came looking to learn about planning matters and got more about regional cooperation.
- Continue the workshops/forums for more councillors, administrators and planners. Perhaps smaller groups.
- The forum idea is great. Keep doing more of that.
- Great initiative.
- Continue the good work.
- Years ago, SUMA would not acknowledge the Urban Municipal Administrators Association of Saskatchewan. Fifteen years later, the opposite exists. Also, communities under 200 population should now join the RM.
- Thank you for hosting this event.
- A summary document would be beneficial to provide to participants that highlights the discussions/concerns raised. I believe the Ministry mentioned that a document of this nature would be developed. Also, a follow up on what the ministry will be doing next with the information would be beneficial.
- This is just the beginning of a long transition process to streamline the RMs into smaller more efficient/effective planning bodies.
- Well attended, I imagine the Saskatoon location helped with that. Wished there had been more representation from the Regina area, but I suppose that is up to the attendees.
- That regional planning commissions should be mandatory in Saskatchewan and that a fair urban representation base on the population should be allowed. The Alberta model should be considered. Urban growth through boundary alterations should be easier for urban municipalities while making sure to avoid urban sprawl. The current system is not the most favorable to accommodate urban growth, but seems to be more favorable to permit RMs to compete with urban municipalities for the same type of development.
- They certainly have a passion for what you do and it shows. Good work. First Nations need to be included more. One item discussed at an open session was to communicate and include First Nations. I believe there needs to be more interaction with First Nations on the necessity for working together as there is limited funding for all parties.

- Having the independent facilitators at the event added a sense of freshness to the event. Avoided the provincial versus municipal feeling at the meeting.
- Great to see everyone from the ministry at the event and great to see so many municipalities coming together in one place. Was not sure how many were from other ministries and Crown corporations beyond those with tradeshow tables. Regional planning does not just affect community planning. We all have to do this together to be successful.

8. What would you like to see for regional planning training from the ministry (e.g. length, type of exercises, format, topics)?

Summary of Feedback:

- More training on asset management for employees and council. Municipalities need to have council buy-in to proceed with asset management. I would also like to see more training/workshops in regards to assessment appeals for secretaries and board of revision members.
- Two-day events work well.
- Strategic regional planning to incorporate natural resources, such as how to consider inter-watershed water withdrawal and use. Regional land use planning to include siting and zoning for larger and important facilities, such as regional landfills, innovative industrial waste works and recycling facilities.
- The exact direction of the ministry for the next five years. Cut to the chase.
- I would like to gain an understanding of how planning districts function within *The Planning and Development Act, 2007*, including how they are established and what regulations they are bound by. I would attend a training session if it were one to two days in length.
- Start with an eight-hour session. Have planning and development facilitators introduce relevant issues from their experiences dealing with municipalities.
- Awesome. I am new to Saskatchewan, so really not able to comment.
- Something that comes to us in the north. Or something that is worth the round trip of driving to Prince Albert, Saskatoon or Regina.
- I would like to see elected leaders of each community in the region being personally invited to the table with the Ministry of Government Relations to facilitate discussion about working together, with goals set for building the relationship, and support and follow up from the ministry to ensure accountability with these communities.
- Offering a facilitated mini structured networking workshop on a local basis to help municipalities that just need to get the ball rolling would be really helpful.
- Workshops and training for administrators and municipal councillors tied into existing Municipal Leadership Development Program module on community and land use planning.
- One day workshops and materials that can be accessed online, like what is available on the Municipal Capacity Development Program website.
- Organized and supported virtual meetings that keep the discussion and momentum going. Training exercises are easily forgotten without ongoing reinforcement and support.

- I would like to see training/workshops on tax sharing model(s) for municipalities wanting to jointly develop infrastructure. I believe this is the main obstacle and fear to jointly work on regional development. Although such training may be difficult to provide, I heard at the forum that trust and good faith were the major problems experienced by municipalities wanting to do regional planning.
- I would like to see this incorporated into the Rural Municipal Administrators' Association of Saskatchewan conference. I believe the future administrators should be looking more broadly at their positions and how they can incorporate it into their jobs and work more effectively with other municipalities.
- Training for administrators, planners and other staff with members of council. I think this was a missing component, as there was only the allowance for two people to attend forum from each organization. Members of council could strongly benefit from this forum. Maybe having a series of training in different areas, incorporating a system of mixing up tables into different people at different tables. This leads to better discussion and a realization that other entities have issues and they have solved some problems.
- Keep the locations of events central to the province until such time more municipalities are working together. Taking workshops to remote locations would not provide adequate meeting spaces, hotels, etc. and will increase the number of people having to travel to attend. These will all affect attendance. Once program has uptake, then move further out to more remote locations to pick up those areas.
- Building capacity through sharing of resources, such as machinery, staff, offices, shops, recreation, and revenues.
- Learning to share costs and revenues. It goes both ways. Sitting on money from land dedications but no intention of ever spending it. However, an RM could give municipal reserve allocations to an urban municipality to build a park, and the urban municipality could share access to its lagoon with the RM. Residents and businesses of both municipalities would win.
- Facilitating regional planning with carrots and not sticks. For example, funding given out first to regions and then municipalities to encourage cooperation.

9. Final comments I have on regional planning are...

Summary of Feedback:

- Regional planning is possible, but much more work has to be done within the province. All ministries must be on the same page and if one is out of line, the others must be able to step in to mitigate the problem that ministry has if the regional plan is sound and in the best interest of the province as a whole. One ministry should not be able to upset the apple cart in a self preservationist move. It only makes it harder for others to want to go through the process.
- I was elated and enjoyed this forum very much.
- Regional planning should focus on providing tools to municipalities, such as neighboring rural and urban municipalities, to avoid competition among each other for the same type of development.
- This regional consolidation transition will benefit from ongoing support and facilitation.

- It is good in many circumstances and many communities are already participating in some form of regionalization. However, the ministry has to provide further financial incentives to move the process along.
- Regional planning is becoming a necessity, both economically and to meet the regulatory requirements. However, it is very hard to convince people to commit.
- We need it, and glad the government is helping.
- Clearly a priority going forward.
- Most Saskatchewanian local governments agree with the premise of regional planning, but are having trouble with implementation. I am new to my region and am not fully aware of its political history, but many administrators and councillors have conveyed that "the ship has sailed" on many collaborative opportunities. For example, the topic has been discussed, stakeholders had a disagreement, and therefore municipalities have chosen to provide servicing on their own.
- It is good to see other ministries and agencies are welcomed and encouraged to participate in the many aspects of regional cooperation, integration and collaboration. This can help avoid future confusion of jurisdiction and also improve understanding of each others' areas of responsibilities. It was a very well organized forum.
- Would love to see more provincial political and administrative leadership to encourage or require regional governments or amalgamation of communities that have no other reason to be separate than turf protection. Too much duplication and unnecessary quarreling between leaders.
- Thank you for letting me attend this regional planning forum. It was a great learning opportunity and a chance to meet other people with similar issues.
- If the ministry and provincial government is encouraging regional planning, then more resources, including financial, education and professionals, need to be allocated to municipalities.
- Regional planning is a necessity. The more people communicate and work towards common shared goals, the better off each entity will be. There is no sense in doubling up on facilities only for the purpose of bragging rights. It costs money to run facilities. Better planning and better communication is key.