

Rural Municipality of
Corman Park



**Strategic Plan
2024 to 2028**

May 2025

Table of Contents

- Message from the Hon. Joe Hargrave, Reeve & Kerry Hilts, Chief Administrative Office.....3
- Introduction.....4
- About the R.M.4
 - Overview4
 - History5
- Mission, Vision, Values and Goals5
 - Our Mission.....5
 - Our Vision5
 - Our Values5
 - Leadership and Innovation5
 - Integrity5
 - Teamwork.....6
 - Customer Service6
 - Our Goals.....6
 - Corman Park is Prepared for Growth.....6
 - Corman Park is Diverse and Evolving6
 - Corman Park is a Municipal Leader6
- Strategic Priorities, Directions & Objectives6
 - Priority #1: Financial Accountability7
 - Priority #2: Infrastructure Renewal8
 - Priority #3: Service Delivery9
 - Priority #4: Agriculture Sustainability & Diversification 10
 - Priority #5: Partnerships..... 11
- Next Steps 12
- Appendix A: Proposed Goals Not Selected by a Majority Vote of Council..... 13
 - Financial Accountability 13
 - Infrastructure Renewal..... 13
 - Service Delivery 13
 - Agriculture Sustainability & Diversification..... 13
 - Partnerships 13

Message from the Hon. Joe Hargrave, Reeve & Kerry Hilts, Chief Administrative Office

On behalf of the R.M. of Corman Park's Council and staff, we are pleased to present our new Strategic Plan 2024 to 2028. This document represents a partnership between Council and Administration. It is our roadmap to the future and how we will get from our community today to our vision of a prosperous future. As a roadmap for strategic change, this new Strategic Plan reflects Council's collective commitment to action. At the same time, this document will guide the actions of staff and the allocation of both human and fiscal resources to ensure that our objectives, individually as community leaders and as municipal staff, will be aligned in keeping with the priorities contained herein.

This Strategic Plan will guide the actions of Council over the balance of this term of Council. It will also offer a platform for future Councils to act on the priorities identified by our community. The development of this document has been led by Council at every stage in its development. As a collective, we have a great deal to be proud of despite the different roles we play – as elected community leaders, as community partners, as taxpayers and community member and as staff – we share a common objective: to value what we have and to make it better. We will work together to advance the strategic priorities and goals contained in this document and in so doing, we will enhance the spirit of our community and create an even better place to call home.

Introduction

The Strategic Plan is a key document that provides direction for organizational planning. The Plan also captures the vision and direction specific to the R.M. and reflects the strategies it will employ to support a sustainable environment in which its citizens and businesses can thrive. The Rural Municipality of Corman Park, No. 344, Strategic Plan 2024 to 2028 fits within the framework and context of existing plans. The R.M.'s Budget and Official Community Plan helps establish the strategies that will inform its pathway to achieve its established strategic direction.

Council and staff worked together to define the mission, vision, values, strategic themes (priorities), goals and objectives for the R.M. However, this is Council's plan and its roadmap for the next four (4) years. This Strategic Plan is intended to be a fluid document that provides clear direction and establishes the foundation for organizational and operational decisions. This plan is regularly reviewed and enhanced based on existing internal and external circumstances.

About the R.M.

Overview

The Rural Municipality of Corman Park is one of the province's largest municipalities in area, measuring over 800 square miles (2,100 sq km), and is also the most densely populated R.M., with 9,000 residents.

Corman Park borders the North Saskatchewan River on its northwest corner and the South Saskatchewan River runs through the R.M. from the southwest to the northeast. Both the Meewasin Valley Authority (M.V.A.) and the R.M. have an interest in protecting and enhancing the river valley. As a result of this shared goal, a positive working relationship has been established between the R.M. and the M.V.A.

Corman Park surrounds the City of Saskatoon in all directions. All major highways leading to the City of Saskatoon are within Corman Park in addition to over 800 miles (1,300 Km) of municipal roads that are maintained by the Municipality. In addition to the City of Saskatoon, major communities within the R.M. include Martensville, Warman, Dalmeny, Langham, and Osler. The R.M. is also actively working with fourteen First Nations throughout our community in a variety of capacities.

Corman Park offers a great lifestyle for its residents where you can live near an urban centre, while having a larger tract of land to site your residence and enjoy the outdoors.

History

The Rural Municipality of Corman Park was established in 1970 following the amalgamation of three smaller R.M.s, Cory, Warman, and Park.

The R.M. of Cory was a nine-township municipality that surrounded the City of Saskatoon and was a desired location for country residential development, industries that required close proximity to a major urban centre, as well as traditional agricultural uses. The R.M. of Warman was a predominantly agricultural municipality north of Saskatoon. The area continues to host the largest concentration of dairy farms in the province. And the R.M. of Park was also agricultural in nature with grain farming and the Prairie Farm Rehabilitation Administration (P.F.R.A.) community pasture.

Mission, Vision, Values and Goals

A Mission Statement describes the purpose of an organization and why its existence is important. A Vision Statement describes where an organization wants to be in the future; it connects the mission statement, values, and goals. Values share an organization's beliefs and provide direction on its conduct; how actions are undertaken as well as the type of behavior decisions, instructions, and actions reflect. Finally, Goals help determine how an organization accomplishes each of these strategic directives, the mission, vision, and values.

Our Mission

A diverse, sustainable community where peaceful living, opportunities, and progress come together.

Our Vision

To deliver transparent, efficient, and knowledgeable governance to establish services that stimulate economic growth, promote social well-being, and cultivate a prosperous future for our municipality and residents.

Our Values

Leadership and Innovation

We strive to be a leader in the municipal world and are adaptive and resilient to change.

Integrity

We will achieve transparency through honesty, trust, and respect to create a safe, open environment for all.

Teamwork

We work together to create a supportive environment through open and respectful communication.

Customer Service

We take pride in delivering respect, equality, and satisfaction to staff, citizens, and stakeholders.

Our Goals

Corman Park is Prepared for Growth

Corman Park understands and capitalizes on its competitive advantages to attract new development.

Corman Park is Diverse and Evolving

New and varied land use patterns are successfully accommodated in Corman Park as a result of sound and proactive planning.

Corman Park is a Municipal Leader

Other municipalities look to the Rural Municipality of Corman Park as an example of innovative and responsible land use planning.

Strategic Priorities, Directions & Objectives

Strategic priorities are the strategic areas chosen to bring about a desired future; the high-level categories to achieve our vision.

Objectives, are the activities within the objectives, provide clear measurable steps to move forward within each strategic direction theme.

Strategies are the broad approaches taken to achieve the goals, while the tactics are the specific, short-term actions taken to implement. Strategies are the “what” and “why” that set the stage and tactics are the “how” that bring the undertaking to life.

The following key priorities (financial accountability, infrastructure renewal, service delivery, agriculture sustainability & diversification, and partnership), goals, objectives, strategies and tactics were selected by Council through a majority vote in order of priority. The identified goals under each priority are meant to be fluid and will be enhanced during the business planning process and direction of Council.

The goals that were proposed, and not selected through this process, are listed under Appendix A. As the selected goals are undertaken, implemented and ultimately accomplished, those listed in Appendix A may be incorporated into the main body of this strategic plan and the corresponding objectives, strategies and tactics will be described in detail to guide the ongoing strategic efforts of Corman Park. This will be decided at future strategic planning session.

Priority #1: Financial Accountability

Ensuring strong financial performance is a crucial strategic priority for the long-term success of the R.M. By prioritizing financial stability, the municipality can make informed decisions, manage risks effectively, and invest in future growth. Our community is committed to investigating available tools and alternative revenue sources to make informed decisions that foster strong financial performance.

Goal #1	Financial Sustainability
Objective	Increase Grant Revenue by 25% in 4 Years
Strategy	Maximize the financial tools available to the R.M. by other levels of government (i.e., capital grants – infrastructure, human resources project based)
Tactics	<ol style="list-style-type: none"> 1) Set baseline for current grant acquisitions 2) Perform Cost-Benefit Analysis by each Department 3) Reallocate staff resources to focus on all available funding options, including debentures, grants, etc.

Goal #2	Special Municipality Status
Objective	Incorporate an existing urban municipality into the R.M. by establishing a Municipal District by 2028
Strategy	<ul style="list-style-type: none"> • Work with Government Relations to understand legislated steps in becoming a Municipal District • Get Council approval at key steps of the process
Tactics	<ol style="list-style-type: none"> 1) Have discussions with urban municipalities within the R.M. of Corman Park on the benefits and constraints of establishing a Municipal District 2) Meet with Government Relations

Priority #2: Infrastructure Renewal

By providing safe infrastructure and transportation networks throughout the R.M. efficiently, the municipality ensures that its roads are well taken care of through infrastructure renewal, rehabilitation, maintenance, snow clearing, and weed control. Infrastructure renewal also includes how equipment is managed, retired, and procured.

Goal #1	Purchase R.M. Owned Gravel Pit & Create a Regional Approach to Gravel Tendering
Objective	A. Set a benchmark of 50% of all gravel used comes from R.M. owned gravel pits by 2030 B. Establish three (3) zones within the R.M. for graveling: South, North, and West by 2026
Strategy	<ul style="list-style-type: none"> • Identify gravel pits for sale in the south and north of the R.M. • Tender gravel needs based on stockpile locations
Tactics	<ol style="list-style-type: none"> 1) Form partnerships with real estate companies/agents, contractors, and land owners to determine possible locations of desirable gravel pits and split the tender offers based on stock pile locations 2) Have discussions at budget on purchasing and partnering of gravel sites – i.e., business case 3) Create mapping zones for gravel extraction and stock piling for deployment

Goal #2	Paving more R.M. Roads
Objective	A. Identify arterial roads for paving as recommended in the Transportation Master Plan by 2026 B. Include timelines within 5 and/or 10-year Capital Plan
Strategy	Look at cost effective and alternative paving strategies that would allow the R.M. to pave arterials such as Lutheran to Langham grid and Struan to CP grid
Tactics	<ol style="list-style-type: none"> 1) Reallocate gravel funding savings to additional paved roads 2) Explore alternative funding sources such as grants and partnerships 3) Explore alternative construction methods such as P3s and/or alternative building materials 4) Development Servicing Agreements to include paving

Priority #3: Service Delivery

Putting the customer at the center of R.M. operations is a strategic priority that drives success. By understanding customer needs and delivering exceptional experiences, we reduce red tape, improve planning processes, and better understand our business standards. Service delivery is also about when and how we deliver our services.

Goal #1	Fire Protection Services
Objective	A. Establish best practices for fire response and services in the R.M. by Quarter 4 of 2026 B. Create fire services strategies, including R.M. owned services by 2030
Strategy	<ul style="list-style-type: none"> • Implement Fire Services review and costing for Council approval – including the impacts of operating R.M. fire services in the South • Work with local fire services on best practices for the R.M. and the Region • Work with the Province on allowing fire levies charges within developments (i.e., update to <i>The Planning and Development Act</i>)
Tactics	1) Complete feasibility study and business case for the establishment of R.M. fire services 2) Require developers to install fire protection strategies in their developments

Goal #2	Process Improvements & Red-Tape Reduction
Objective	Reduce permitting time by 25% by 2027
Strategy	<ul style="list-style-type: none"> • Communicate more often on application expectations and processes • Establish pre-approvals and standardized processes to make it easier for developers to obtain permits • Establish education criteria for the development processes
Tactics	1) Provide education and guidance on the development process through pre-application meetings with developers 2) Develop application and process checklists to provide increased guidance 3) Create process for pre-approvals and identify shovel-ready locations for desired uses 4) Utilize digital and AI permitting software

Priority #4: Agriculture Sustainability & Diversification

Understanding agriculture is a core strategic priority for the R.M. It is about understanding the key role agriculture plays in our existence and local economy, and that we cannot move or grow more land. We are open to new types of farming and enterprises with a lens on how we develop and the potential future land use impacts on farming.

Goal #1	Establish an Agriculture Corridor
Objective	Create one (1) Agriculture Hub within the R.M. within 5 years
Strategy	<ul style="list-style-type: none"> • R.M. buys land and establishes a market for selling agriculture products by 2030 • Review zoning to consider feasibility and co-locating by securing land for agriculture hub development • Foster a regional marketplace for agri-product sales
Tactics	<ol style="list-style-type: none"> 1) Link this pursuit to the Economic Development strategy, including connections to railways, water, highways, and other necessary services 2) Work with SREDA and or Government of Saskatchewan on benefits and funding

Goal #2	Increase Ag Processing and introduce Manufacturing in the R.M.
Objective	Strategically increase processing in the R.M. by 2027 and open one (1) agriculture manufacturing business within 4 years
Strategy	Become investment ready through strategic infrastructure and work with the Ministry of Agriculture and SREDA
Tactics	<ol style="list-style-type: none"> 1) Seek out applicable grants and other external funding opportunities 2) Complete a feasibility and market evaluation 3) Designate area(s) to be shovel ready for agriculture manufacturing within the R.M.

Priority #5: Partnerships

Building strong community and business partnerships that strengthen service delivery efforts that are responsive to our financial and communal needs is a strategic priority for the R.M. By investigating alternative service delivery methods through partnerships, we are looking at optimizing our business practices.

Goal #1	Pursue Good Value (Win/Win) Partnerships
Objective	Create partnership parameters, such as openness and collaboration by 2026
Strategy	<ul style="list-style-type: none"> • Establish rules for engaging with a partner, including being accountable to the R.M. • Establish partnership parameters for working with other organizations, governments and entities
Tactics	<ol style="list-style-type: none"> 1) Provide Council with the opportunity to speak openly and freely when meeting with partners as well as research and analyze current and potential partners 2) Create one partnership opportunity (project) for cost share 3) Establish bilateral agreements with partners

Goal #2	Enhanced partnership with Des Nedhe & Epcor
Objective	Expand role of Des Nedhe and Epcor within the R.M. for the establishment of enhanced wastewater and water services by 2027
Strategy	<ul style="list-style-type: none"> • Set criteria for development strategies for expansion of services • Create win-wins for both the R.M. and Des Nedhe/Epcor • Create more servicing options for development lands within the R.M.
Tactics	<ol style="list-style-type: none"> 1) Identify and prioritize investment projects that align with future growth zones 2) Create cost benefit analysis for project(s) 3) Tightening future development standards to increase support of services 4) Explore future investments

Next Steps

- Business plans will be developed for each project (goal) under the key priorities and shared with Council for approval.
- Two (2) to three (3) times per year, project updates will be brought back to Council to explore progress, set direction and understand milestones.
- Key Priorities Indicators will be developed with the assistance of Council to help measure our success.

Appendix A: Proposed Goals Not Selected by a Majority Vote of Council

Financial Accountability

- Increase Cash Reserves
- Achieve Balanced Budget
- Operating Budget Efficiencies

Infrastructure Renewal

- Enhanced In-House Construction
- Implement Snow-Dump Sites
- Protect R.M. Infrastructure
- Improved Multi-Parcel Maintenance
- Develop Asset Management Plan
- Asset Strategy Improvements through Partnerships

Service Delivery

- Establish Service Delivery Standards
- Cut Red Tape and Improved Process Delivery
- Improved Customer Service and Listening to Ratepayers

Agriculture Sustainability & Diversification

- Support Intensive Livestock Operations
- Increase Agriculture Tourism
- Encourage Agriculture to grow and prosper in the R.M.
- Increase Agriculture land and opportunities through technology

Partnerships

- Explore Province of Saskatchewan
- Explore City of Saskatoon
- Explore First Nations