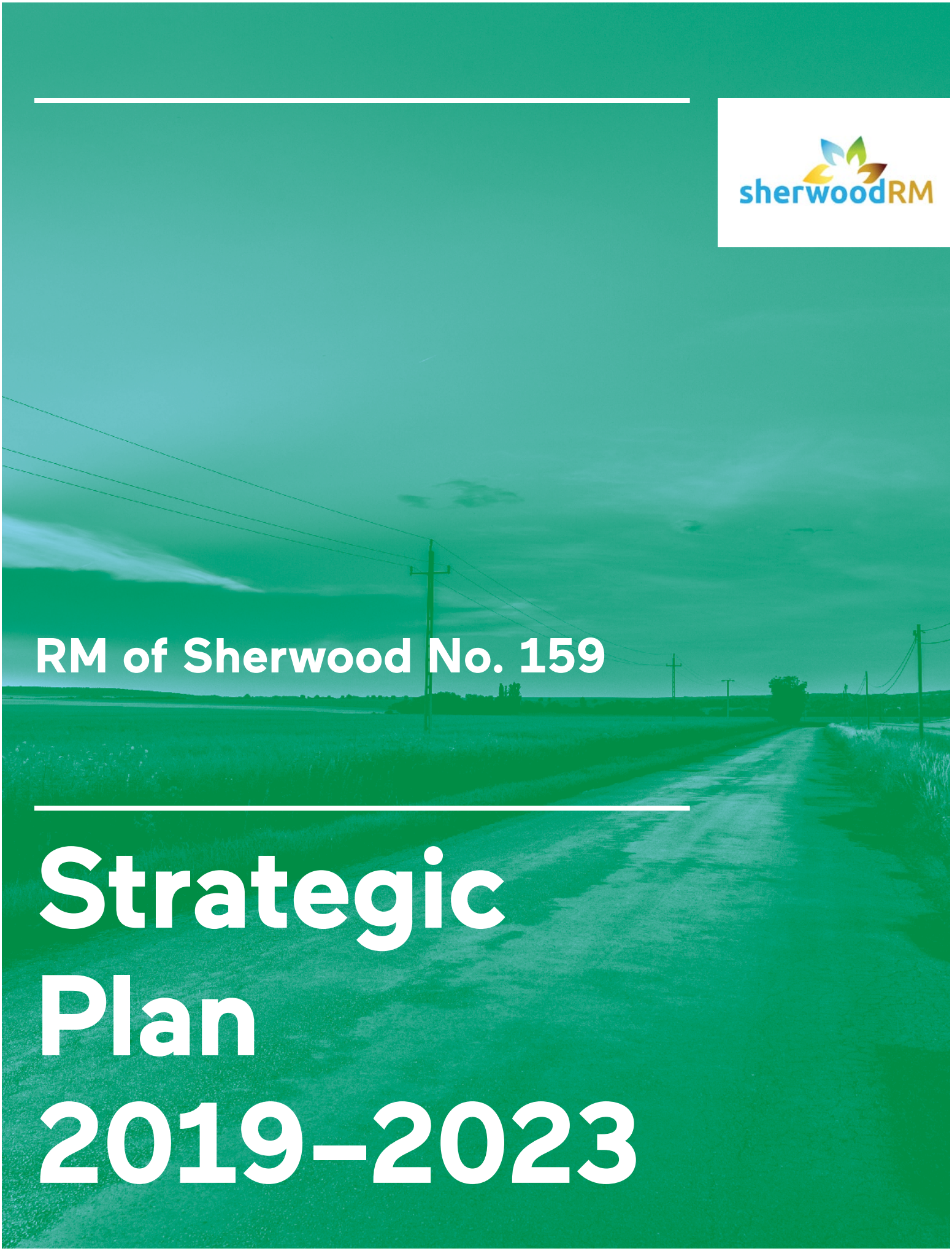


RM of Sherwood No. 159

Strategic Plan 2019–2023

Strategic Plan Overview

The purpose of this plan is to establish a long-term vision and operational priorities for Sherwood RM.

The goals and priorities outlined in this plan are in some instances foundational in that they establish master plans and processes that will enable the RM to manage and plan for future growth, continue to define, streamline and monitor service provision and ensure the RM functions at the level expected by ratepayers.

While some of the priorities are foundational, other priorities, such as the provision of water and wastewater services to residents and businesses, and transportation planning, will be strategically expanded to support growth areas in the RM.

This strategic plan will be useful to:

1. Guide the policy discussions and decisions of Council;
2. Provide guidance and direct administration respecting Sherwood RM's priorities and allocation of resources;
3. Provide Council an objective means by which to monitor progress towards its stated objectives and goals;
4. Determine course corrections as necessary to address emerging issues and changing environmental conditions;

AND

5. Communicate to ratepayers, residents and business owners the priorities and goals of Council.

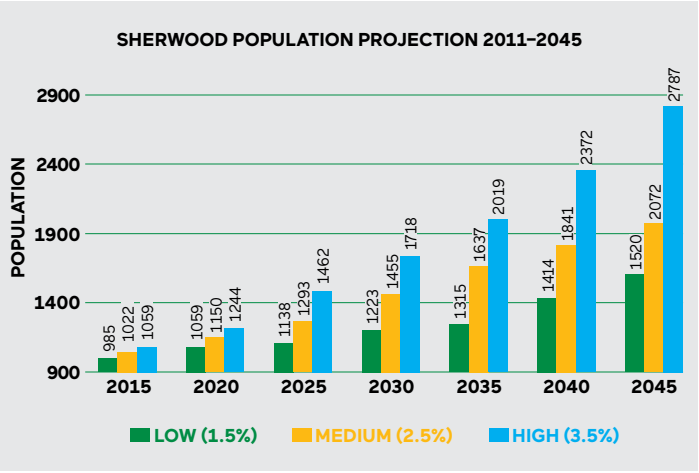
Strategic plans are living documents, in that the plans and priorities established by Council in 2019, will evolve over the life of the plan. To address the shifting environment or other factors that will impact the vision and mission of the RM, this plan will be reviewed on an annual basis. The annual review will be an opportunity for Council to update the plan on completed items, to scan the current environment to determine new priorities and review remaining priorities for continuation, realignment or removal as necessary.

Overview

The Rural Municipality of Sherwood No. 159 (Sherwood RM) boasts some of the most attractive industrial, commercial and agriculturally productive land in the province and provides a rural lifestyle near city amenities.

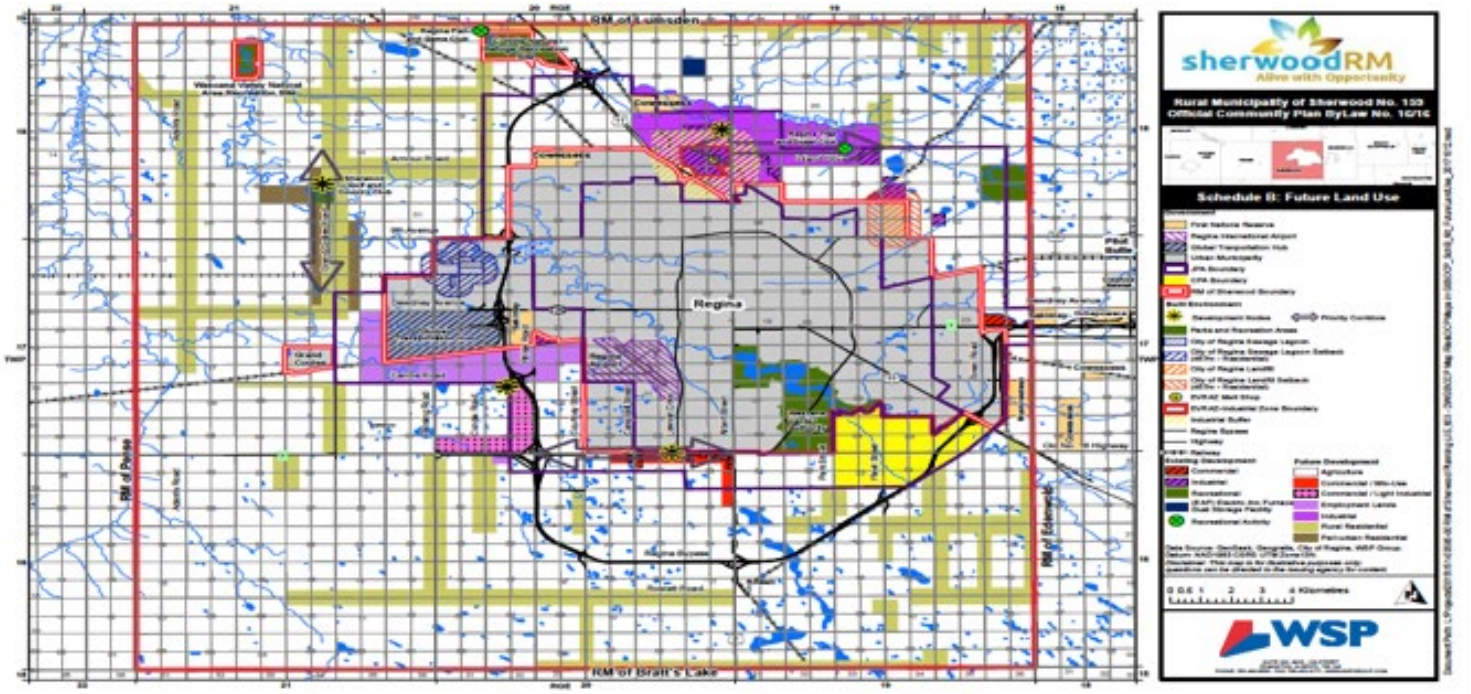
The 2016 census population of Sherwood RM is 974, an increase of 95 or 10.8 percent from the 2011 census. Current population projections indicate the Sherwood RM, with a medium growth rate of 2.5% per annum, will grow to 2,072 people by 2045.

FIGURE 1



As part of the Regina Capital Region, Sherwood RM completely borders Saskatchewan's capital City and offers a diversity of land uses that incorporates it agricultural roots, country living and commercial and industrial development.

FIGURE 2



Overview

Sherwood RM encompasses the urban municipalities of Grand Coulee and Regina and two First Nations.

As commercial and industrial development expands in the RM, there are several options for businesses to locate, with Sherwood Industrial Park being home to western Canada's largest steel manufacturer – Evraz Regina as well as several agricultural implement manufacturers, agricultural dealerships, steel fabricators, trucking firms and several other light commercial and industrial businesses.

The RM is home also home to three primary recreation areas that serve as outdoor recreational amenities for residents of the RM and area.

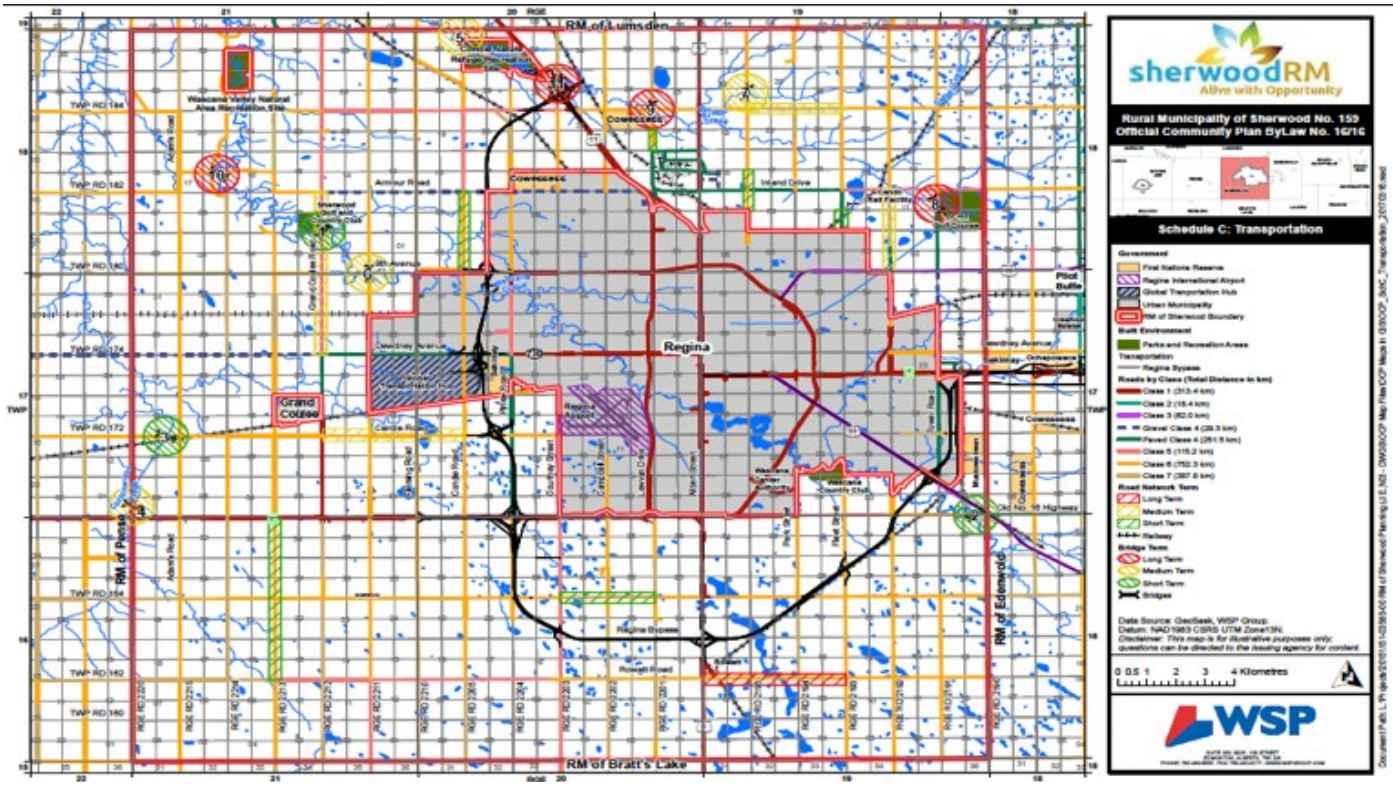
TABLE 1-1

Municipalities and First Nations within the Sherwood RM's Borders	Business Parks	Recreation Areas
Grand Coulee	Sherwood Industrial Park	Wascana Valley Natural Area Recreation Site
Regina	Global Transportation Hub (Borders RM)	Condie Nature Refuge Recreation Site
Cowessess	Moose Jaw – Regina Industrial Corridor (Borders RM)	Sherwood Forest Golf and Country Club
Muskowekwan	Chuka Business Park (Borders RM)	Tor Hill Golf Course
		Regina Fish and Game Club
		Regina Trap and Skeet Club

Residents of Sherwood RM enjoy country living with close access to City amenities, providing a high quality of life.

With a land area of 656.87 km^2, Sherwood RM has a transportation network consisting of 313.4 km of highways, 1,616 km of rural roads, and 11 bridges.

FIGURE 3



Overview

The agricultural, commercial and industries located in Sherwood RM benefit from access to the RMs extensive highway and road network, an international airport and the Canadian Pacific and Canadian National Railways.

One of Sherwood RM's strength lies in its ability to attract investment from all over the world in industries such as transportation logistics, manufacturing, oil and gas, mining, agriculture, agro-industrial, value-added food processing, and construction.

While staying true to its agricultural roots, Sherwood RM offers a healthy commercial and industrial development environment, which benefits the Capital Region economy.

Over the next five years, Sherwood RM will continue to invest in infrastructure, such as water and wastewater treatment facilities and the RMs transportation network. The overriding goal of Sherwood RM is to improve the quality of life for residents and landowners, provide excellent, cost-effective programs and services.

Over the next 30 years Sherwood RM will continue to expand its commercial/industrial base, support rural residential growth, and protect prime agricultural lands for agricultural production.

Introduction

The 2019-2023 Strategic Plan will put into action the broad land use, development policies and service consideration outlined in the RM's Official Community Plan adopted in 2016.

The vision outlined in the Official Community Plan is reflected in this strategic plan.

The purpose of this plan is to establish a solid foundation for growth by creating long-term plans for economic development, transportation, transparent and open governance and quality services.

The strategic plan provides a priority based decision- making process to guide Council and Administration's actions for the next five years.

As the RM continues to grow its commercial and industrial base, there is continued pressure to provide high quality, well managed services. Significant development opportunity exists within Sherwood RM requiring an appropriate regulatory and governance environment to respond to the challenges of growth and create a business friendly and responsive development process.

To reach its goals, the RM requires a commitment to the priorities and actions presented in this strategic plan. Council's vision for the future of Sherwood RM includes the following requirements to successfully move forward:

A

A commitment to upholding the RM's core values that support the RM's purpose;

B

Strategies that reflect the RM's value and purpose;

C

Goals that must be accomplished to realize the vision.

The RM of Sherwood's strategic plan outlines the priorities of the municipality for the period of 2019–2024. This plan consists of five key priorities:

1

Economic development and growth

Develop a sustainable economic footprint to capitalize on opportunities to support the business and industries in the RM

2

Responsible and accountable government

To be responsive to the needs of landowners, businesses and residents and to lead with transparency and fairness

3

Regional leadership and cooperation

To lead collaborative and cooperative relationships with our neighbours. Partner with other municipalities and orders of government to encourage and support common infrastructure, service delivery and economic opportunities

4

Enhanced transportation systems

Provide quality roads and transportation networks that support our residents, agricultural producers, businesses and industry

5

Enriched quality of life

Enhances the quality of life for residents by preserving country living and increasing the capacity and accessibility of recreational and cultural attractions.

This document outlines the strategy execution plan for use by Administration to undertake and measure progress and improvement in achieving and advancing the strategic plan objectives.

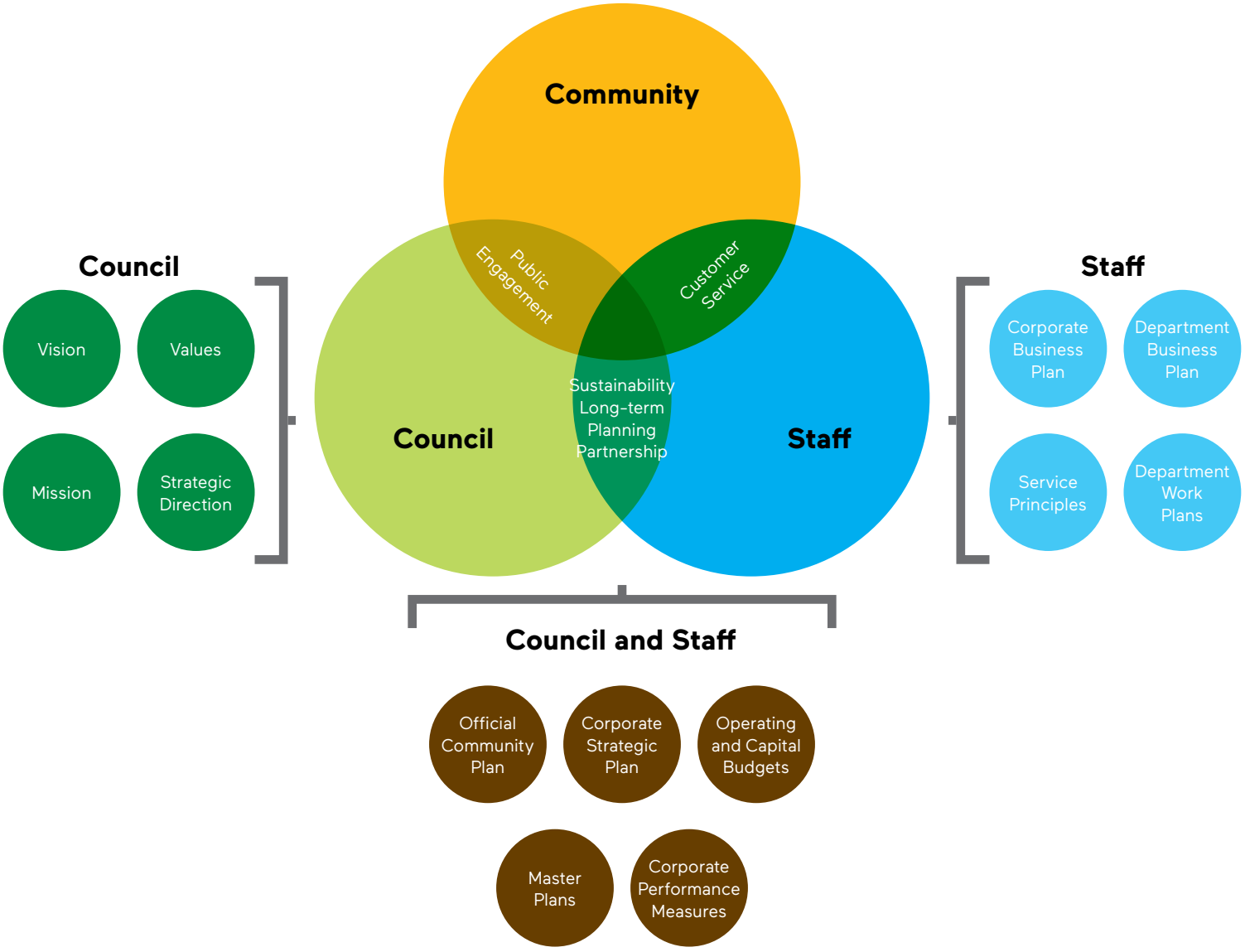
These plans are to help administration:

- understand how their work fits into the larger picture of the RMs long-term goals;
- move from a framework of goals and objectives to specific ideas and actions;
- complement existing workplans or fill in gaps where strategies do not exist;
- guide collaboration and partnership with other community partners and organizations; and
- assist in evaluating initiatives and determining the initiative will accomplish the objective.

RM of Sherwood's Strategic Planning Framework

The Strategic Plan is a result of ongoing collaboration between Council, Staff, RM residents, landowners and business owners. By working together, the strategic priorities of this plan will be carried out and completed.

At the centre of this plan is a shared commitment to accountability, leadership, customer service, integrity, and working together.



Vision

A

Sherwood RM aspires to provide a world class business friendly environment and inspires residents to embrace a rural lifestyle.

Mission

B

To create and maintain a business environment that encourages and supports growth and opportunity, while preserving Sherwood RM's agricultural roots and country living amenities.

Values

1	
Accountability	We make informed, evidence based decisions and take a long-term view to provide lasting results for the RM
2	
Leadership	We have the courage to seek better solutions, follow-through on our commitments and shape the future of this RM
3	
Customer Service	We respond to residents, ratepayers and others in an informed, timely and respectful manner
4	
Integrity	We act in an honest and trustworthy manner, demonstrating respect for one another and the conviction to do what is ethical
5	
Working Together	We work together to achieve our goals and actively resolve our differences

Encompassing these objectives are 26 priorities resulting in 38 actions.

These goals and objectives reflect the aspirations of residents, businesses and industries that have a stake and interest in the RM's future and Council's priorities and choices for direction and action.

This document and the strategies in it should be revisited and refreshed annually; with progress, accomplishments and impacts noted and initiatives celebrated, with new ideas and initiatives added as necessary.

In the following tables each priority is defined by a list of actions and each action is assigned to a lead with an established time frame for completion.

Estimated resources are provided for each action item as an indication of staffing allocation, external consultant expertise and approximate budget amount.

The budget amounts are categorized into three categories:

Category 1	Budget resources will be absorbed within existing the existing operational budget
Category 2	The action item has an estimated budget of less than $50K.
Category 3	The action item has an estimated budget between $50K and $150K
Category 4	The action item has an estimated budget between $150K and $300K
Category 5	The action item has an estimated budget of over $300K

The budget and resources for each action item will be developed as part of the planning process to undertake the action item and will be reflected in the annual budget for which the timing of the action item corresponds.

Each action item is assigned a time period as well to highlight in which year of the strategic plan the action item is undertaken. Each action item is highly dependent on resources, particularly budget resources.

For the purposes of this strategic plan and the time period in which the action item will be undertaken:

S	Short Term Time Frame, years 1 or 2.
M	Medium Term Time Frame, years, 3 or 4
L	Long Term Time Frame - year 5 and beyond.

1 Economic Development and Growth

GOAL: Develop a sustainable economic footprint to capitalize on new business opportunities and support the businesses and industries in the RM.

The location of Sherwood RM is unique. As a rural municipality located in the heart of Saskatchewan, Sherwood RM has proximity and access to several major highway transportation routes, railways, industrial corridors and extensive municipal infrastructure capacity.

Over the next five years and beyond, Sherwood RM will continue to focus on business and employment growth, by establishing a business friendly regulatory environment, encouraging commercial and industrial development in the RM, and building key relationships to advance Sherwood RM's business development priorities.

- Establish transparent protocols and processes and improve information and response time to management development and decision making.
- Implement secondary plans for identified growth areas
- Manage drainage and drainage systems in the Sherwood Industrial Park to ensure minimal impact to other properties
- Demonstrate an open for business attitude and plan for the infrastructure and services that make the RM of Sherwood a preferred choice for commercial/ industrial businesses to locate and operate
- Facilitate and accommodate coordinated growth in the RM based on a transparent and well-established approach to business attraction and investment
- Use the completion of the Regina Bypass to identify and create new development opportunities
- Establish growth intention framework to outline the RM's long range growth plans
- Provide and expand water services to attract commercial and business investment in the RM
- Provide and expand sewage treatment services to enhance commercial and business investment in the RM
- Provide an alternative for RM residents and businesses to access septic cleanouts at a reasonable cost

Strategic Priorities

1 Economic Development and Growth

	PRIORITY	ACTION	WHO WILL LEAD/ PARTNERS	TIME PERIOD S/M/L	RESOURCES
ED 1.0	Establish transparent protocols and processes and improve information and response times to manage development and decision-making	Streamline development approval processes within the zoning bylaw	Director of Operations	S	Planning and developments Budget – Category 1
ED 1.1	Establish transparent protocols and processes and improve information and response times to manage development and decision-making	Establish a development playbook	Director of Operations	S	Planning and development Budget – Category 1
ED 1.2	Establish transparent protocols and processes and improve information and response times to manage development and decision-making	Implement training and processes for the use of a mapping system to streamline and improve the efficiency of the development application and approval process.	Director of Operations	S	Planning and development Consultants Budget – Category 2
ED 2.0	Implement secondary plans for identified growth areas	Commission detailed studies (drainage, water, wastewater, traffic, environmental) to support growth.	Director of Operations	S–M	Planning and development Consultants Budget – Category 5
ED 3.0	Manage drainage and drainage systems in the Sherwood Industrial Park to ensure minimal impact to other properties	Develop and complete master drainage plan	Director of Operations	S	Planning and Development Consultants Budget – Category 2
ED 3.1	Manage drainage and drainage systems in the Sherwood Industrial Park to ensure minimal impact to other properties	Review existing drainage works within SIP to determine maintenance and easement review	Director of Operations	S	Planning and Development Consultants Budget – Category 2
ED 4.0	Demonstrate an open for business attitude and plan for the infrastructure and services that make the RM of Sherwood a preferred choice for commercial/industrial businesses to locate and operate	Conduct a survey of key priorities for existing businesses	CAO	S	Planning and Development Consultants Budget – Category 2
ED 4.1	Demonstrate an open for business attitude and plan for the infrastructure and services that make the RM of Sherwood a preferred choice for commercial/industrial businesses to locate and operate	Conduct assessment of service (infrastructure) requirements for commercial/industrial businesses	CAO	S	Planning and Development Staff Consultants Budget – Category 3

1 Economic Development and Growth

	PRIORITY	ACTION	WHO WILL LEAD/ PARTNERS	TIME PERIOD S/M/L	RESOURCES
ED 5.0	Facilitate and accommodate coordinated growth in the RM based on a transparent and well-established approach to business attraction and investment	Develop a commercial/ industrial attraction strategy to bring new industry and businesses to the RM	CAO	S	Planning and Development Consultants Budget – Category 2
ED 5.1	Facilitate and accommodate coordinated growth in the RM based on a transparent and well-established approach to business attraction and investment	Develop a business information and attraction publication and website page to promote development within the Sherwood Industrial Park	CAO	S	Planning and Development Consultants Budget – Category 2
ED 6.0	Use the completion of the Regina Bypass to identify and create new development opportunities	Negotiate with the Ministry of Highways to secure access points to the Regina Bypass highway system in areas where commercial development is identified within the Official Community Plan	CAO	S	Planning and Development Consultants Budget – Category 2
ED 7.0	Establish growth intention framework	Develop long-range growth strategy	CAO Director of Operations	M	Planning and Development Budget – Category 1
ED 8.0	Provide and expand water services to attract commercial and business investment in the RM	Identify areas of opportunity and align land use planning to objectives	Director of Operations Director of Finance Manager of Planning	ONGOING	Finance, Planning and Development, Operations and Maintenance Consultants Budget – Category 2
ED 8.1	Provide and expand water services to attract commercial and business investment in the RM	Review opportunities to increase the number of businesses and landowners connected to the RMs Water Utility	Director of Operations Director of Finance	ONGOING	Finance, Planning and Development, Operations and Maintenance Consultants Budget – Category 2
ED 9.0	Provide and expand sewage treatment services to enhance commercial and business investment in the RM	Develop a business plan to support the construction and sustainable operation of a wastewater treatment plant, ensuring the plan is aligned with the RMs plan for growth	Director of Operations Director of Finance	S	Finance, Planning and Development, Operations and Maintenance Consultants Budget – Category 2
ED 10.0	Provide an alternative for RM residents and businesses to access septic cleanouts at a reasonable cost	Conduct a review of current situation and assess models of economical septic removal and disposal	Director of Operations Manager of Public Works	S	Finance, Planning and Development, Public Works Budget – Category 1

2 Responsible and Accountable Governance

Sherwood RM values responsible and accountable governance. Over the next five years, the RM will undertake a series of actions that will improve its transparency and accountability to the public as well as its reputation. The actions proposed will implement policy and process changes to improve the RM's fiscal accountability, establish customer and service level standards, improve communications and the general operation of the municipality.

GOAL: To be responsive to the needs of landowners, businesses and residents and to lead with transparency and fairness.

- Implement financial practices and decision-making which reflect long-range financial planning and fiscal responsibility for all major projects, new developments and asset management
- Manage growth responsibly, ensuring fiscal sustainability
- Ensure internal operations are developed to support growth in the RM and provide quality public services
- Implement a fiscally responsible plan to manage debt
- Improve the RM's reputation and brand
- Demonstrate a responsible, accountable and ethical approach to governing
- Articulate processes, priorities and branding and ensure support from ratepayers and stakeholders
- Improve the RM's bylaw enforcement
- Provide expertise for the operation and maintenance of water and wastewater facilities in the RM
- Define required fire protection services

2 Responsible and Accountable Governance

	PRIORITY	ACTION	WHO WILL LEAD/ PARTNERS	TIME PERIOD S/M/L	RESOURCES
RA 1.0	Implement financial practices and decision-making which reflect long-range financial planning and fiscal responsibility for all major projects, new developments and asset management	Implement asset management inventory, framework and policy	Director Finance and Administration	S-M	Finance and Administration Consultants Budget – Category 2
RA 1.1	Implement financial practices and decision-making which reflect long-range financial planning and fiscal responsibility for all major projects, new developments and asset management	Implement benefit/cost analysis to decide on or priority of projects	Director Finance and Administration	S	Finance and Administration Consultants Budget – Category 2
RA 1.2	Implement financial practices and decision-making which reflect long-range financial planning and fiscal responsibility for all major projects, new developments and asset management	Implement a project management approach to major project implementation	Director Finance and Administration	S	Finance and Administration Consultants Budget – Category 2
RA 1.3	Implement financial practices and decision-making which reflect long-range financial planning and fiscal responsibility for all major projects, new developments and asset management	Introduce short and long-term financial information and analysis to support Council decisions	Director Finance and Administration	S	Finance and Administration Budget – Category 1
RA 2.0	Manage growth responsibly, ensuring fiscal sustainability	Conduct a development levy study that will provide financial stability for long-term development growth	Director of Operations	S	Planning and Development Consultants Budget – Category 2
RA 2.1	Manage growth responsibly, ensuring fiscal sustainability	Assess the impact of growth on the RM's long-term road development and maintenance plans.	Director of Operations	S	Planning and Development Consultants Budget – Category 2
RA 2.2	Manage growth responsibly, ensuring fiscal sustainability	Assess growth impact on existing infrastructure, user needs, connectivity with the City of Regina and other municipalities, and ensure appropriate services to the RM's commercial and industrial districts	Director of Operations	S	Planning and Development Consultants Budget – Category 2

2 Responsible and Accountable Governance

	PRIORITY	ACTION	WHO WILL LEAD/ PARTNERS	TIME PERIOD S/M/L	RESOURCES
RA 3.0	Ensure internal operations are developed to support growth in the RM and provide quality public services	Establish customer service level standards and provide customer service training to all employees	CAO	S	CAO, Finance and Administration Consultants Budget – Category 2
RA 4.0	Implement a fiscally responsible plan to manage debt	Conduct review of current debt obligations and establish overall debt limit policy tied to long-term capital plans, sustainability and tolerance levels	Director Finance and Administration	Review Current Debt Obligations and report with budget: S Overall Debt: S	Finance and Administration Consultant Budget – Category 2
RA 4.1	Implement a fiscally responsible plan to manage debt	Develop long-term reserve fund policy to guide funding of capital plans and integrate cost/benefit analysis of major project funding	Director Finance and Administration	MARCH, 2019	Finance and Administration Budget – Category 1
RA 5.0	Improve the RM's reputation and brand	Review current brand of the RM, determine if there are any areas of opportunity to define or improve the RM's brand	CAO	S	CAO Consultant Budget – Category 2
RA 6.0	Demonstrate a responsible, accountable and ethical approach to governing	Implement a best practice approach for the governance and administration of the RM Council governance and conduct awareness training	CAO	S	CAO, Assistant Administrator Consultants Budget – Category 1
RA 6.1	Demonstrate a responsible, accountable and ethical approach to governing	Conflict of Interest training	CAO	S	CAO, Assistant Administrator Consultants Budget – Category 2
RA 7.0	Articulate processes, priorities and branding and ensure support from ratepayers and stakeholders	Develop communications and public consultation framework and policies	CAO Assistant Administrator	S	CAO, Assistant Administrator Consultants Budget – Category 2
RA 8.0	Improve the RM's bylaw enforcement	Review options for the implementation of bylaw enforcement actions for: Traffic safety, public safety, weights and measures, planning and development, and nuisances.	Director of Operations	S	Operations and Maintenance Consultant Budget – Category 3

2 Responsible and Accountable Governance

	PRIORITY	ACTION	WHO WILL LEAD/ PARTNERS	TIME PERIOD S/M/L	RESOURCES
RA 9.0	Provide expertise for the operation and maintenance of water and wastewater facilities in the RM	Employ the services of a Certified Water Operator or other agency to operate and maintain the RMs water treatment facility in accordance with current drinking water quality and safety standards	Director of Operations	S	Operations and Maintenance Consultant/Specialist – Sask Water Budget – Category 5
RA 10.0	Define required fire protection services.	Create a master fire protection plan	CAO	S	CAO, Operations and Maintenance, Finance and Administration Consultant Budget – Category 2

3 Regional Leadership and Cooperation

Sherwood RM values its relationships with its neighbours. Regional Leadership and Cooperation will include opportunities to collaborate and expand services and amenities within the RM. By collaborating with our neighbours, Sherwood RM can significantly improve service levels and the efficiently of its investments, specifically development and infrastructure investments.

GOAL: To lead collaborative and cooperative relationships with our neighbours. Partner with other municipalities and orders of government to encourage and support common infrastructure, service delivery and economic opportunities.

- Manage the RM's relationship with City of Regina to enhance intermunicipal service provision, growth and development.
- Create and manage intermunicipal and regional opportunities
- Develop relationship and engage in strategic projects with Indigenous Groups (Sakimay, Ochapoace, Cowessess)

3 Regional Leadership and Cooperation

	PRIORITY	ACTION	WHO WILL LEAD/ PARTNERS	TIME PERIOD S/M/L	RESOURCES
RL 1.0	Manage the RM's relationship with City of Regina to enhance inter-municipal service provision, growth and development.	Maintain and seek opportunities to enhance the cooperation and collaboration between the City of Regina and the RM within the current memorandum of understanding framework	CAO	S	CAO, Director of Operations and Maintenance, Planning and Development Budget – Category 1
RL 1.1	Manage the RM's relationship with City of Regina to enhance inter-municipal service provision, growth and development.	Identify activities and opportunities to improve cooperation and collaboration between the RM and the City of Regina	CAO	S	CAO, Director of Operations and Maintenance, Planning and Development Budget – Category 1
RL 2.0	Create and manage intermunicipal and regional opportunities	Maintain Regional and Cooperative committee memberships	CAO	ONGOING	CAO, Director of Operations and Maintenance, Planning and Development Budget – Category 1
RL 2.1	Create and manage intermunicipal and regional opportunities	Work with Pense, Grand Coulee, RM of Lumsden, RM of Bratts Lake, RM of Pense, Town of Lumsden to develop areas of mutual interest	CAO	ONGOING	CAO, Director of Operations and Maintenance, Planning and Development Budget – Category 1
RL 2.2	Create and manage intermunicipal and regional opportunities	Maintain committee memberships Work with Provincial Government Agencies on items such as regional drainage solutions, agricultural opportunities, environmental, transportation corridors	CAO	ONGOING	CAO, Director of Operations and Maintenance, Planning and Development Budget – Category 1
RL 3.0	Develop relationship and engage in strategic projects with Indigenous Groups (Sakimay, Ochapoace, Cowessess)	Engage and consult with local indigenous governments and identify joint opportunities for municipal service provision, land-use planning and economic development	CAO	ONGOING	CAO, Director of Operations and Planning Budget – Category 1

4 Enhanced Transportation Systems

Sherwood RM has over 900 kilometres of roads to service residences, farms and businesses. The RM's road network is classified according to Saskatchewan's Rural Road Classification System and consists of both urban and rural roads. As a major contributor to the RM's agricultural development and is an important consideration for the location of commercial and industrial businesses within the RM.

GOAL: Provide quality roads and transportation networks that support our residents, agricultural producers, businesses and industry.

- Create a long-term plan to upgrade and maintain the RM's transportation and road network (roads, bridges and gravel), ensuring traffic patterns are recognized and used in the development of the longterm plan.
- Establish maintenance and capital programs for roads within the RM

	PRIORITY	ACTION	WHO WILL LEAD/ PARTNERS	TIME PERIOD S/M/L	RESOURCES
ETS 1.0	Create a long-term plan to upgrade and maintain the RM's transportation and road network (roads, bridges and gravel), ensuring traffic patterns are recognized and used in the development of the long-term plan.	Develop Master Transportation Plan emphasizing innovation and cost-efficiencies	Director of Operations	M	Director of Operations Planning and Development Consultant/Engineer Budget – Category 4
ETS 2.0	Establish maintenance and capital programs for roads within the RM	Develop standard transportation service levels	Director of Operations	M	Director of Operations, Planning and Development Consultant/Engineer Budget – Category 3
ETS 2.1	Establish maintenance and capital programs for roads within the RM	Establish construction standards to recognize maintenance costs and establish standardized construction requirements	Director of Operations	L	Director of Operations, Planning and Development Consultant/Engineer Budget – Category 3
ETS 2.2	Establish maintenance and capital programs for roads within the RM	Establish a traffic, road and construction safety plan	Director of Operations	L	Director of Operations, Planning and Development Consultant/Engineer Budget – Category 2

5 Enriched Quality of Life

Sherwood RM envisions a rural municipality where residents can engage in meaningful, accessible recreation and cultural experiences that enhance quality of life and promote individual, community and natural environment well-being. Opportunities for recreational and cultural activities are important considerations as they assist in linking communities together and promote an active and community engaged lifestyle.

GOAL: Enhance the quality of life for residents by preserving country living and increasing the capacity and accessibility of recreational and cultural attractions.

- Recreation needs of RM Residents are met by private sector or business opportunities and augment any residential, industrial or commercial investment.

	PRIORITY	ACTION	WHO WILL LEAD/ PARTNERS	TIME PERIOD S/M/L	RESOURCES
EQL 1.0	Recreation needs of RM Residents are met by private sector or business opportunities and augment any residential, industrial or commercial investment.	Conduct a Rural Recreation Assessment (RRA) to enhance physical activity opportunities in the RM	Director of Operations Manager, Planning and Development	L	Director of Operations Planning and Development Consultant Budget – Category 3