



Saskatoon North Partnership for Growth (P4G)

Draft Terms of Reference

Introduction

In the spirit of regional cooperation, as agreed upon by Saskatoon North Partnership for Growth (P4G) membership as a whole, which includes political and administrative representation of the original partnering municipalities, including the Cities of Warman, Martensville and Saskatoon, the Rural Municipality of Corman Park and the Town of Osler, as well as an advisory representative from the Saskatoon Regional Economic Development Authority (SREDA), the following principles will be used to guide P4G through the Regional Plan development process.

P4G Guiding Principles

1. Be inclusive and respectful
 - Facilitate regional co-operation on all issues of development and the collective growth of the region as is deemed to be beneficial to the overall well being of the region;
2. Embrace diversity
 - Acknowledge that individual interests will vary; encourage regional thinking to consider these in a way to achieve benefit for the region as a whole;
3. Plan for the future
 - Maximize opportunities for cooperation; being prepared will better position the region for growth opportunities and economic prosperity.
4. Communicate and engage
 - Foster openness and trust in all forms of communication and provide support for each member as a successful regional partner, including, partnering municipalities, First Nations, stakeholders, other levels of government and the public; and
5. Proceed incrementally and voluntarily
 - Work together with a common purpose; start with small items which will validate the process and be of interest and benefit to the membership as a whole.

P4G Membership

1. The membership will be comprised of designated members of the original municipal P4G partners, including Cities of Saskatoon, Warman and Martensville, the RM of Corman Park and the Town of Osler. Consideration for expansion of the membership will be given, upon the endorsement of the Terms of Reference and supporting documents, by each partnering Council;
2. SREDA will act as the liaison between P4G and the broader regional community, as individual municipalities and communities identify interest in becoming part of the Regional Plan process; and

3. The P4G membership will be comprised of two committees, a P4G Regional Oversight Committee (ROC), consisting of political representatives/senior management and a P4G Planning & Administration Committee (PAC), consisting of planning and administrative staff from each municipality as well as a SREDA advisory representative.

Regional Plan

With the support and direction of the ROC, the PAC shall investigate and study a coordinated approach to land use, population, transportation, utilities, services, finances and any other matters pertaining to the Regional Plan that is related to the physical, social or economic circumstances of the region and affects or may affect the development of the region as a whole.

The P4G Regional Plan - Study Area, as provided in Attachment A will provide the basis for the regional planning work moving forward, with the understanding that the partnership remain flexible in adjusting the Study Area, where and when it may be appropriate.

With consideration for common guiding principles and acknowledging opportunities to expand the collaborative approach to regional planning, the PAC shall:

1. Create a communication strategy and an engagement process to involve a variety of participants, including other levels of government, First Nations and the broader community, in regional planning;
2. Develop a work plan; aligning the various tasks with a corresponding timeline;
3. Develop a budget outlining financial and staffing resources necessary to initiate, support and implement the Regional Plan;
4. With consideration to items of high regional/local priority, create building blocks to success, which may include:
 - creating an interim land use strategy;
 - developing common data sources; and
 - creating a combined future land use map that includes growth plans for each municipality.
5. With consideration of the building blocks to success, develop a Regional Plan, with the assistance of a project manager and with the assistance of a consultant well versed in regional planning experiences.

It is acknowledged that as the Regional Plan is developed additional strategic priorities may be identified and addressed.

Objectives

To assist P4G in meeting their responsibilities, the membership agrees to:

1. be responsible for, and report to the respective partnering Municipal Councils (Councils) concerning, the activities pertaining to its regional membership;
2. execute programs and undertake studies, with the support of regional facilitation expertise, and as directed or endorsed by the Councils, to assist the regional membership in achieving the Regional Plan; and

3. be responsible for, and report to the Councils concerning, the successful strategy for advancing planning for growth of the region and regional capacity building.

P4G Committees

Regional Oversight Committee (ROC)

1. Each participating municipality shall ask for Council to appoint a maximum of three (3) members to the ROC, one of which is Reeve or Mayor and the remaining are Council members; who will be asked to provide direction to the PAC on matters of regional importance, particularly those involving a financial commitment and for setting priorities for the P4G.
2. From time to time when it may be deemed more appropriate, member(s) of senior management from the partnering municipalities may sit in place of a political representative(s), provided at least one participant is a political representative;
3. The ROC shall operate as a simple majority with each participating municipality or community, receiving one vote; the voting structure will be reviewed as new members are added;
4. Members of the ROC shall agree to a term of three years, unless otherwise determined by the respective Councils. Councils will be required to appoint replacement representatives when necessary;
5. The ROC shall meet quarterly or as deemed necessary;
6. The ROC shall appoint an independent representative to act as ROC Chair;
7. A meeting of the ROC may be called by the Secretary of the Committee on the direction of the Chair of the ROC, or by two (2) members of the ROC;
8. ROC regular meetings shall be held at, The Legends Centre, located at 710 Centennial Boulevard in the City of Warman, SK and that in the case where additional meeting space may be required, location will be determined by the ROC membership;
9. A quorum for meetings shall be a majority of the ROC members based on a single political representative, one of which is either Reeve or Mayor of each municipality, present either in person or by telephone or other telecommunications device that permits all members participating in the meeting to speak to and hear each other;
10. The ROC shall at all times have the right to determine who will be present at any part of the meetings of the ROC which may include but is not limited to, other staff members, technical advisors or guest presenters;
11. The ROC shall at all times have the right to conduct in-camera sessions as required;
12. Where the ROC Chair is not available to attend a meeting, when possible in advance of the meeting, the ROC Chair shall designate one of the elected members for the role of Acting Chair. The ROC will formally appoint the Acting Chair at the beginning of the meeting;
13. The Secretary to the ROC shall be provided by the host municipality, (City of Warman), except when meetings may be held at an alternate location. In those cases, the secretary will be determined by the ROC membership;
14. The Secretary shall prepare each meeting agenda and minutes for circulation prior to the next meeting; and

15. The ROC shall direct PAC on desired strategy to address communications with the media and to ensure all regional planning messaging is developed and portrayed in a consistent manner by the membership.

P4G Planning and Administration Committee (PAC)

1. Each partnering municipality shall appoint representation to the PAC, which includes a maximum of three (3) administrative representatives, one (1) of which is a registered professional planner or administrator. The PAC will also include one (1) designated advisory representative of the Saskatoon Regional Economic Development Authority (SREDA);
2. The PAC shall operate on a consensus basis, in the case where a consensus is not obtained, an item may be referred to the Regional Oversight Committee (ROC) for a decision;
3. Where a vacancy occurs, at any time in the PAC membership, it shall be filled at the discretion of the affected municipality;
4. The PAC shall meet at least once per month, or more frequently as deemed necessary;
5. The PAC shall appoint a designated municipal representative to act as Chair at the first meeting of each year;
6. A meeting of the PAC may be called by the Secretary of the Committee on the direction of the Chair of the PAC, or by two (2) members of the PAC;
7. PAC regular meetings shall be held at the office of the Rural Municipality of Corman Park No. 344, located at 111 Pinehouse Drive, Saskatoon, SK and that in the case where additional meeting space may be required, the location will be determined by the PAC membership;
8. A quorum for meetings shall be a majority of the PAC members based on a single representative of each municipality, present either in person or by telephone or other telecommunications device that permits all members participating in the meeting to speak to and hear each other;
9. The PAC shall at all times have the right to determine who will be present at any part of the meetings of the PAC which may include but is not limited to, other staff members, technical advisors or guest presenters;
10. The PAC shall at all times have the right to conduct in-camera sessions as required;
11. Where the Chair is not available to attend a meeting, when possible in advance of the meeting, the Chair will designate one of the PAC members for the role of Acting Chair. The PAC will formally appoint the Acting Chair at the beginning of the meeting;
12. The Secretary to the PAC shall be designated at the first meeting of each year; and
13. The Secretary shall prepare each meeting agenda and minutes for circulation prior to the next meeting.

Scope, Duties and Responsibilities

P4G Regional Oversight Committee (ROC)

The ROC shall have the following specific functions, duties and responsibilities as it has focus on the growth and promotion of strong regional planning. The ROC may, in its efforts to assist in the creation of the Regional Plan perform the following duties:

1. Act as the oversight group, providing direction to the PAC, to represent the respective Councils, providing direction on priorities and necessary resources to achieve the Regional Plan;
2. Appoint any consultants or employees that may be necessary for the purpose of researching, communicating, preparing and implementing the Regional Plan;
3. Appoint advisory committees whose membership may consist of one or more of the members of the P4G and other persons who, by reason of their expertise in matters before the ROC, are qualified to assist;
4. Receive for consideration (four) quarterly summary reports per year from the PAC on the progress of the Regional Plan, which once endorsed by the ROC, will be shared with the respective Councils;
5. Receive for consideration at the end of each year, a detailed annual report from the PAC on the progress of the Regional Plan, which once endorsed by the ROC, will be shared with the respective Councils;
6. Receive for consideration at the end of each year, a detailed annual financial document from the PAC regarding current and future budgetary requirements necessary to complete and implement the Regional Plan, which once endorsed by the ROC, will be shared with the respective Councils; and
7. Review the PAC successes at the end of each year, requesting feedback from the respective Councils regarding strategic goals as well as direction on priorities for the Regional Plan.

P4G Planning and Administration Committee (PAC)

The PAC shall have the following specific functions, duties and responsibilities as it has focus on the growth and promotion of strong regional planning. The PAC under the direction of the ROC may, in the in its efforts to create the Regional Plan perform the following duties:

1. Work with any consultants, or employees, as directed by ROC, that may be necessary for the purpose of researching, communicating, preparing and implementing the Regional Plan;
2. Compile the necessary background information such as maps, drawings, texts, statistical information and any other material necessary for the study, explanation and solution of problems and matters affecting the development of the Regional Plan;
3. Work with any advisory committees so created by the ROC for the purpose of researching, communicating, preparing and implementing the Regional Plan;
4. Assist with coordination of public meetings and publishing information for the purpose of obtaining input from a wide range of business, government, First Nation and public

stakeholders from the region and any applicable adjacent area in determining the solution of problems or matters affecting the development of the Regional Plan;

5. Prepare for consideration (four) quarterly summary reports on the progress of the Regional Plan, to be provided to the ROC for review, which once endorsed by the ROC, will be shared with the respective Councils;
6. Prepare for consideration at the end of each year, an annual detailed report on the progress of the Regional Plan, to be provided to the ROC for review , which once endorsed by the ROC, will be shared with the respective Councils;
7. Prepare for consideration at the end of each year, a detailed annual financial document regarding current and future budgetary requirements necessary to complete and implement the Regional Plan, which once endorsed by the ROC, will be shared with the respective Councils;
8. Support SREDA in their role as liaison between the broader regional community and P4G membership, in communicating the ongoing regional planning process;
9. Identify the social and economic implications of the Regional Plan recommendations; and
10. Accommodate budgetary reporting cycles of the partnering municipalities when submitting requests for additional resources to the ROC, whenever possible.

It is acknowledged that as the Regional Plan is developed additional resources may be required and that requests for such resources may not fit within the regular budget cycles of the partnering municipalities.