

Lessons Learned: Suggestions and Strategies for Successful IDP Collaboration

“There is no success without hard work.”

Presentation by: Steve Harty & Gavin Scott
Oldman River Regional Services Commission



Session Outline



Introduction and Overview

MGA Requirements on Intermunicipal Collaboration

Intermunicipal Collaboration Types

What is Collaboration? How is it defined?

Suggestions and Strategies for Successful IDP Collaboration

IDP Preparation - Who are the Players? How to Collaborate

IDP Discussion/Consultation Process – Practices and Tools

IDP Boundary / Planning Area Considerations

Policy Creation – Successful Tools and Tips Examples

Dispute Mechanism Processes and Strategies

Plan Implementation Steps and Practices

Conclusion and Key Takeaways

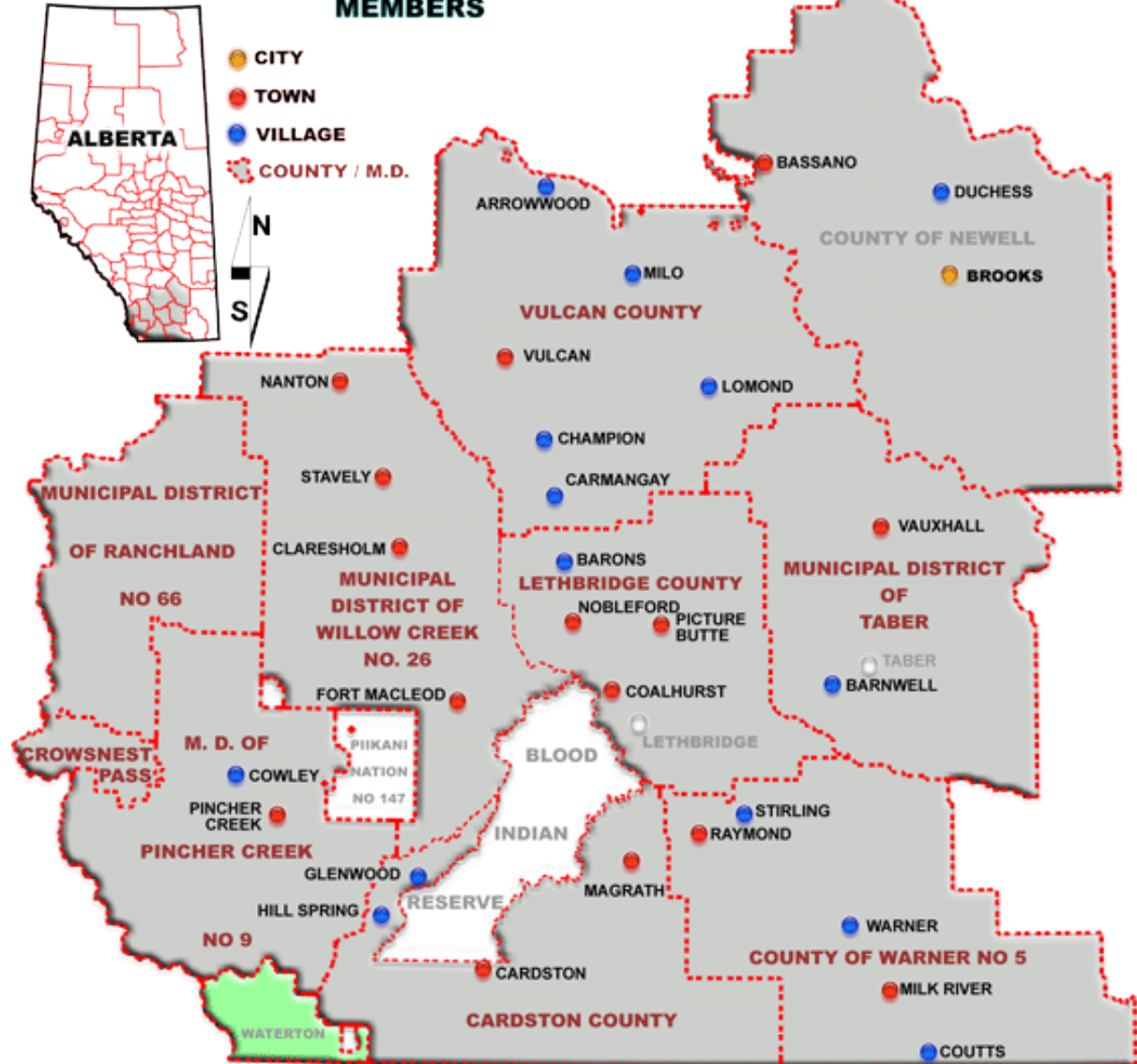
INTRODUCTION

Who we are (ORRSC)

The Oldman River Regional Services Commission (ORRSC) provides land use planning, GIS and subdivision services to member municipalities in southern Alberta. With 39 member municipalities and over 65 years experience.

It is a municipal planning cooperative owned by the member municipalities.

OLDMAN RIVER REGIONAL SERVICES COMMISSION MEMBERS



SESSION PARTICIPANT TAKEAWAYS:

Understand what the collaboration process looks like, what it should be, what it likely is not – how it may be applied in intermunicipal projects, specifically such as IDPs.

Be better able to recognize or identify what common traps, pitfalls or problems may arise that are in undertaking inter municipal collaboration on an IDP project.

Apply tools, strategies, and tips for getting better results (i.e., a successful collaborative IDP) based on some tried and experienced best practices.

MGA 2016 Amendments made IDPs compulsory and no longer just optional. Municipalities must have an IDP with each of their neighbours.

- Note: There is the ability of opting out of an IDP if both sides agree (MGA Sec. 631(2))

An IDP can apply to more than two municipalities provided that all participating municipalities pass the same bylaw.

Municipal Collaboration - What does the province say about collaboration? What are the legislative tools?

The MGA allows municipalities to engage in cooperative initiatives with neighboring municipalities through mechanisms such as:

- **Intermunicipal Agreements:** These formal agreements facilitate collaboration on shared services, infrastructure, or joint projects.
- **Mutual Aid Agreements:** These agreements enable mutual assistance during emergencies or other critical situations.
- **Joint Use planning Agreements (JUPAs):** Agreements with school authorities and potentially with other municipalities.
- **Regional Services Commissions:** These commissions promote regional cooperation and coordination (water, wastewater, solid waste, planning, policing, etc.).



Province of Alberta

MUNICIPAL GOVERNMENT ACT

Revised Statutes of Alberta 2000
Chapter M-26

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Alberta Queen's Printer
Suite 700, Park Place
10011 - 50 Avenue
Edmonton, AB T5K 2P7
Phone: 780-427-4952
Fax: 780-427-0668

E-mail: qpr@go.ab.ca

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COLLABORATION

What is collaboration?

How can you define it?

*Hellen Keller once said:
“Alone we can do so little; together
we can do so much.”*

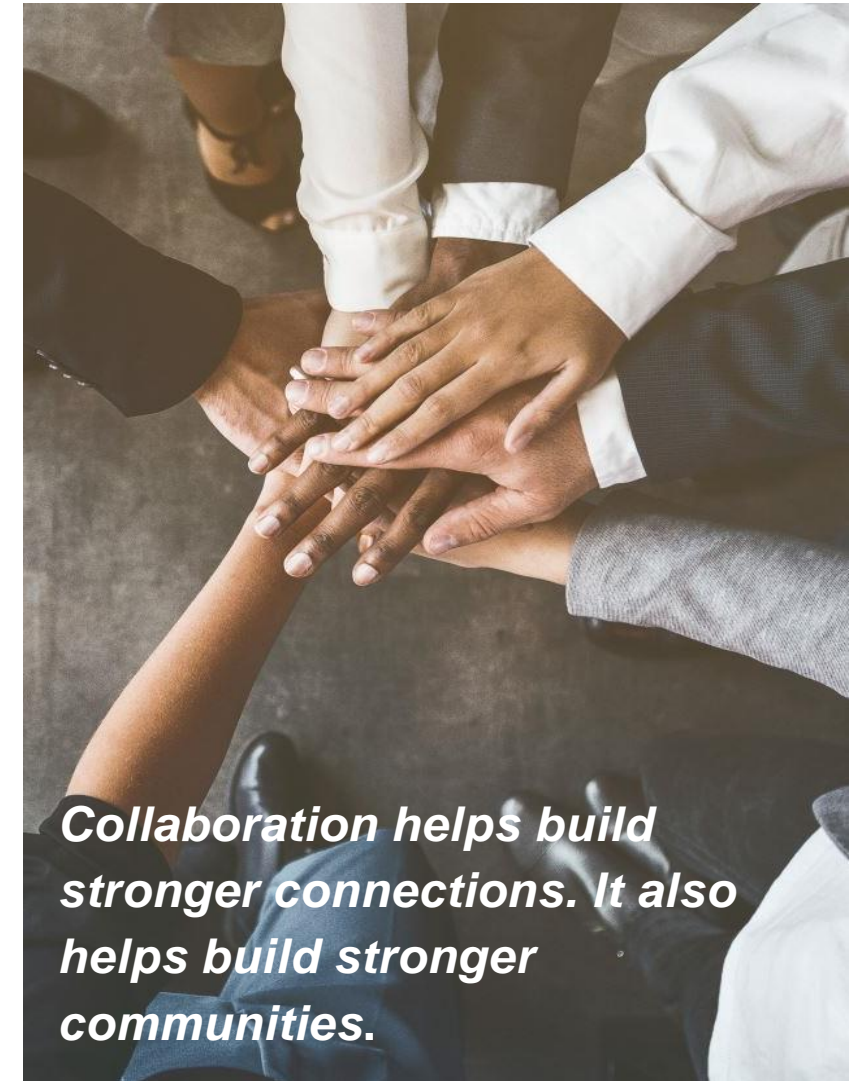


Defining Collaboration

Collaboration means cooperatively working together towards a common goal, outcome, or vision (large-scale) or on a specific project, task, service, or idea (smaller scale). The goal of collaboration is to pool ideas, knowledge, expertise, resources, services, and skillsets and achieve results that benefit the group in some manner or reach desired common outcomes.

Intermunicipal Collaboration refers to cooperation amongst two or more municipalities working together to achieve a common outcome or benefit where all the parties who participate in it stand to gain much from the partnership, such as though minimizing conflicts, realizing efficiencies and benefits (i.e., service delivery, growth opportunities, strategic planning), and enhancing the broader community's (i.e., region) economic viability, environment, vitality, and sense of place.

To achieve results from such collaborations, the parties from both sides must have a common ground.



Collaboration helps build stronger connections. It also helps build stronger communities.

FOUNDATIONS OF STRONG COLLABORATION

Guiding Principles

- **Clear communication**
- **Empathy**
- **Trust**
- **Creativity/positivity**
- **Efficiency**
- **Adaptability**
- **Accountability**



Suggestions and Strategies for Successful IDP Collaboration

How do you undertake and manage the process involving two or more municipalities?

How does one achieve agreement on policies?

How can you create policies that both parties may benefit from?

INTERMUNICIPAL



Intermunicipal Development Plans

INTERMUNICIPAL PROCESS

A framework for negotiating and creating an IDP

Who are the Parties to the IDP?

- The MGA allows that one or more municipalities may adopt an IDP.
- Caution: If you are a Rural, do not try to do a joint IDP with multiple urban municipalities together. Too many players in the room. As an Urban, you may get caught up in the other urban municipality's issues. These multi-party IDPs need to be strategic.
 - Caveat: You may consider 1 or 2 if it has locational or servicing advantages, but it should be based on specific situations (e.g., municipalities close in proximity, fringe overlaps, etc.)

The Participants in Negotiating/Drafting the IDP

- **Working Group, Steering Committee or Joint planning Committee** – may be organized and managed by internal staff or consultants - does not matter how you do it, but recommend a steering committee be part of process.

Committee Composition – limit the size, such as several elected officials from each side, CAO, or Planning Director, Planning and Development staff, other municipal staff as relevant, such as Public Works Director. Do not have too large of group.

Note: Experience is that a full Council to Council, plus staff, acting as the steering group is unworkable and inefficient.

Working group - consider the number of elected officials appointed to the committee in context - for a Rural to a Town or City having 3 council members from each comprise the committee may work; however, if it is with a Village that only has 5 council members in total, 3 sitting on the committee would form a meeting of the majority of their Council, could be problematic.

Note: A Working Group comprised of some elected officials who contribute helps get buy-in from Council to the process (skin in the game).

Know your Players

Caveat: In some situations, depending on the individual, a strong Councilor personality may be useful to be assigned to the Committee, so they do not put-up blocks or undo the work of the Committee at the back-end of the process

Qualifications for appointment (both elected officials and staff) for success:

- Attitude
- Leadership
- Ability to listen and learn
- Able to Compromise
- Forward Thinking /Open Minded
- Able to communicate Ideas and Recommendations

Who to avoid?

- Persons who have an inflexible position.
- Persons with specific philosophical views (or subjective opinions) on how things should be.
- Strong personalities from one side or the other who do not like compromise (i.e. the room commanders, saber rattlers).

A Council should consider removing difficult people from the committee if warranted.

MEETING FORMAT

Terms of Reference – Create clear terms for everyone to agree to what the goal is and what are the rules everyone is to play by to get there.

Meeting Protocols – these create an agreed to format of how the meetings and discussions operate to help prevent conflict or disputes in the negotiating of the plan.

CITY OF LETHBRIDGE AND COUNTY OF LETHBRIDGE INTER-MUNICIPAL COMMITTEE (IMC)¹

TERMS OF REFERENCE

1. Name and Type of Committee

A Joint Committee of City Council and County Council to address Intermunicipal matters, manage the current Intermunicipal Development Plan, and update, modify or amend the Intermunicipal Development Plan (IDP).

2. Background

In accordance with Section 631 of the MGA, the City of Lethbridge and County of Lethbridge adopted an Intermunicipal Development Plan (2004). An Intermunicipal plan is intended to address land use and development matters and procedures between two jurisdictions. The IDP includes processes for addressing issues of mutual concern or issue between the two jurisdictions (Part 6). Such matters, when they arise, may be brought forward to the Intermunicipal Committee to address. The IDP also includes procedures for further steps to be taken should issues not be resolved through the Intermunicipal Committee process.

3. Statement of Purpose

The role of the Intermunicipal Committee will be to:

- i. *proactively address matters of intermunicipal interest or dispute between the two jurisdictions;*
- ii. *scope out the required efforts to undertake a new Intermunicipal Development Plan (IDP) and provide direction in the development of the plan; and*
- iii. *be informed and create an awareness with City and County Council on the influence and potential consequences that may result from the implementation of the Provincially-led South Saskatchewan Regional Plan.*

4. Composition of the Committee

The Committee shall be comprised of representatives according to the following:

- i. three (3) City Council representatives
- ii. three (3) County Council representatives
- iii. City Manager or designate (non-voting)
- iv. County Manager or designate (non-voting)

5. Term of Appointment

The members of the Committee shall be appointed by their respective councils annually.

6. Chair and Vice-Chair

The Chair shall alternate between a member of City Council and a member of County Council.

FACILITATING DISCUSSIONS

Define the Objectives and Aims – Start with the initial general goals everyone can agree on and refine as the process proceeds.

Come Prepared - Administrative staff should be prepared for meetings in advance. Share information and background reports. If you do not know, ask. Do not assume.

Consider Other's Points of View - Efficient collaboration requires open-mindedness. The best way to deal with conflicting viewpoints is to find a middle ground.

Avoid Assigning Blame – History, past decisions, former legislation, different players, etc., can present challenges – there is often “baggage” to deal with. Instead, it is better to work together to uncover answers and find solutions.

Celebrate Accomplishments - Effective collaboration requires the time to acknowledge and celebrate achievements. Recognize and celebrate collaborative accomplishments. (build up rather than tear down).

IDP DISCUSSION PROCESS

*Know the Facts before
throwing Comments,
Issues or Ideas on the
Table*

Updating an Existing Plan - Identify Perceived Strengths and Weakness of existing plan from each municipality's perspective.

- Perform a type of SWOT analysis

Creating a New Plan

- **Keep the ICF Process separate** from the IDP Process
 - Do not let land use and planning issues get lost in the shared servicing negotiations. If ICF matters are contentious, this will quickly torpedo the IDP process as well.

Start with an Education Session – do not dive right into policy area discussions

- Provide an overview, background on issues, IDP requirements, discuss land use and development issues, growth needs, identify differences in urban and rural issues, municipal processes, etc.
- Spend time on Research and Information Gathering

WORKBOOK

MUNICIPAL PERSPECTIVES ON GENERAL ISSUES

Discussion / Facilitated Dialogue for Council

This Workbook is to use as a guide to aid in discussions with each respective Council to help identify issues and highlight important areas (i.e. interests) to eventually formulate plan policy. The goal is to ultimately find and present options to meet the interests and needs of both the Town and County to be reflected in the policy directions of the IDP.

The objective of this exercise is to:

- Ensure each Council has the opportunity to provide their views and opinions
- To create an awareness and understanding of shared or diverse perspectives that may be present between the two municipalities
- To attempt to identify relevant intermunicipal, planning, and land use topics/issues that may need to be considered

This same workbook and discussion/questions will be presented to each Council independently, and then the responses formulated and shared with the IDP members acting as the steering committee.



Municipal 'Goals and Land Use Perspectives'

exercise - Create discussion topic list – include MGA minimum requirements, other municipal and land use items planners or staff suggest, items each municipality wants to see addressed.

- Recommend: Review and gather perspectives on same topics individually with each Council, then come together to share each party's views.
- Benefit of Perspectives exercise – Identifies commonalities, shared perspectives. This helps illustrate that two parties may have more in common than they realize (i.e., we are more similar than we thought; we have the same concerns).
- Exercise helps identify what is important for each municipality.

Non-Residential Development

Perspectives

Village of Nobleford

- Work coo
- landowne
- maximize
- Open to c
- developm
- the west a

Non-Residential Development

General Consensus

- ☑ Both recognize that development should occur in a manner to allow for efficient and logical extension and integration of urban services infrastructure
- ☑ Both municipalities wish to maximize development potential west of the Village in

Non-Residential Development

Discussion

- Discuss non-residential development potential and agreeable locations
- Discuss what types of uses are acceptable in commercial areas

highway 519 as

Know the Facts - Don't come to the table with trying to right past grievances, perceived or real. Come to start anew. Seek out information, past history, to understand maybe why something occurred in the past like it did. Do not make assumptions, maybe those are wrong.

Be Open Minded - Try to understand difference between urban and rural issues, concerns, servicing, or taxation limitations, etc. Some cannot understand or do not know what the other side is contending with. This helps facilitate the IDP discussions, mediate if necessary.

Strategize – recommend starting with the “Easy” issues, tackle the “Tough” ones later – helps build good will, accord and momentum.

Parking Lot – Use the “Parking Lot” tool - In discussions while creating a plan if you get stuck on an issue, put it in the "parking lot" and come back to it at a later time. Work on the positive first.

Recommend: First tackle and address the items or issues you have agreement on, this helps create momentum, it also later helps the more difficult discussions as it usually helps build good will and a feeling of positive cooperation.

IDP Boundary Plan Area

How to identify and
agree on the land
involved?

IDP Area/Boundary – do not decide what the applicable plan area or boundary is at the start of the process, decide near the end.

Tips:

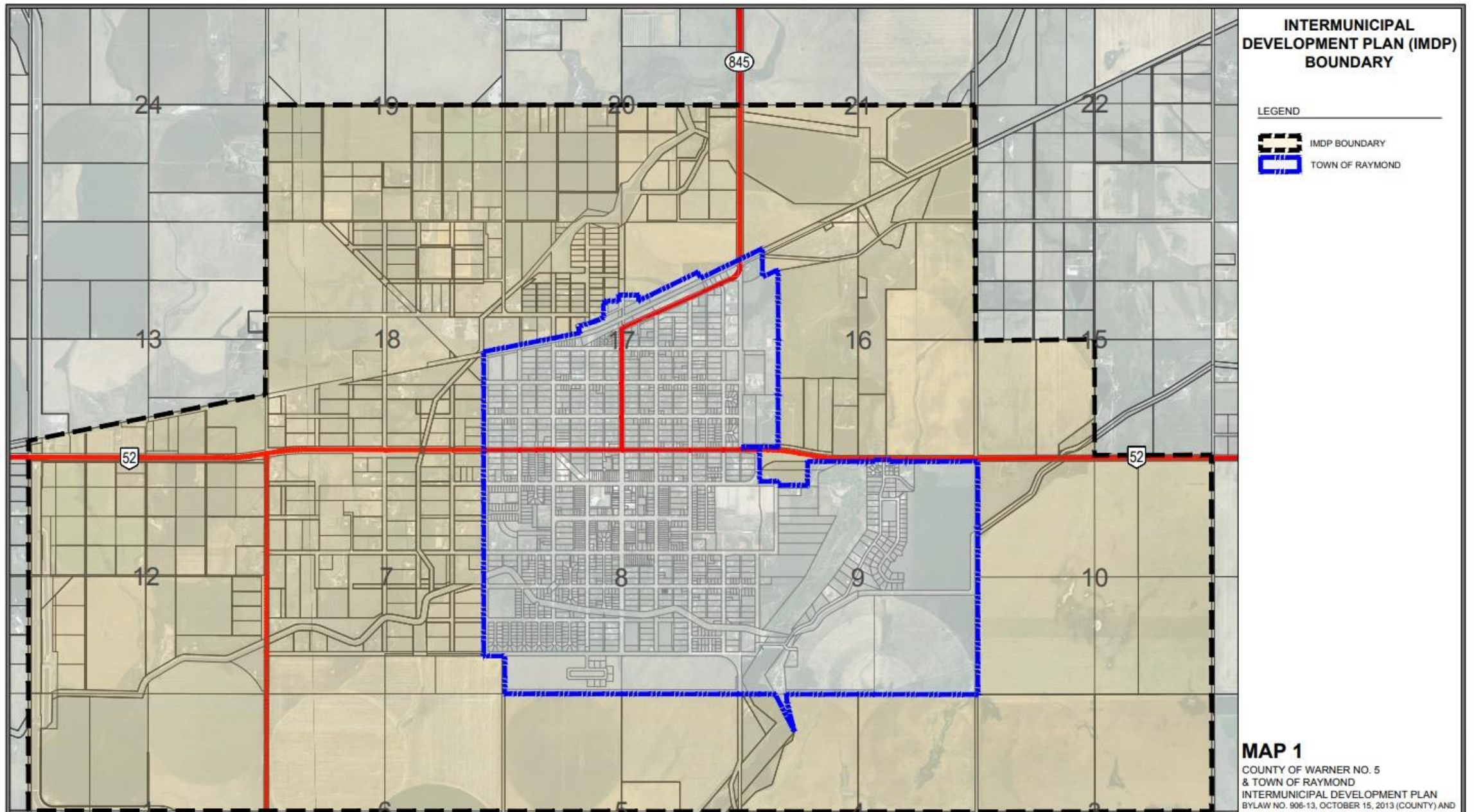
Start with a larger “study area” looking at existing land use, constraints, transportation and utility corridors, environmental factors, growth areas, servicing potential, etc.

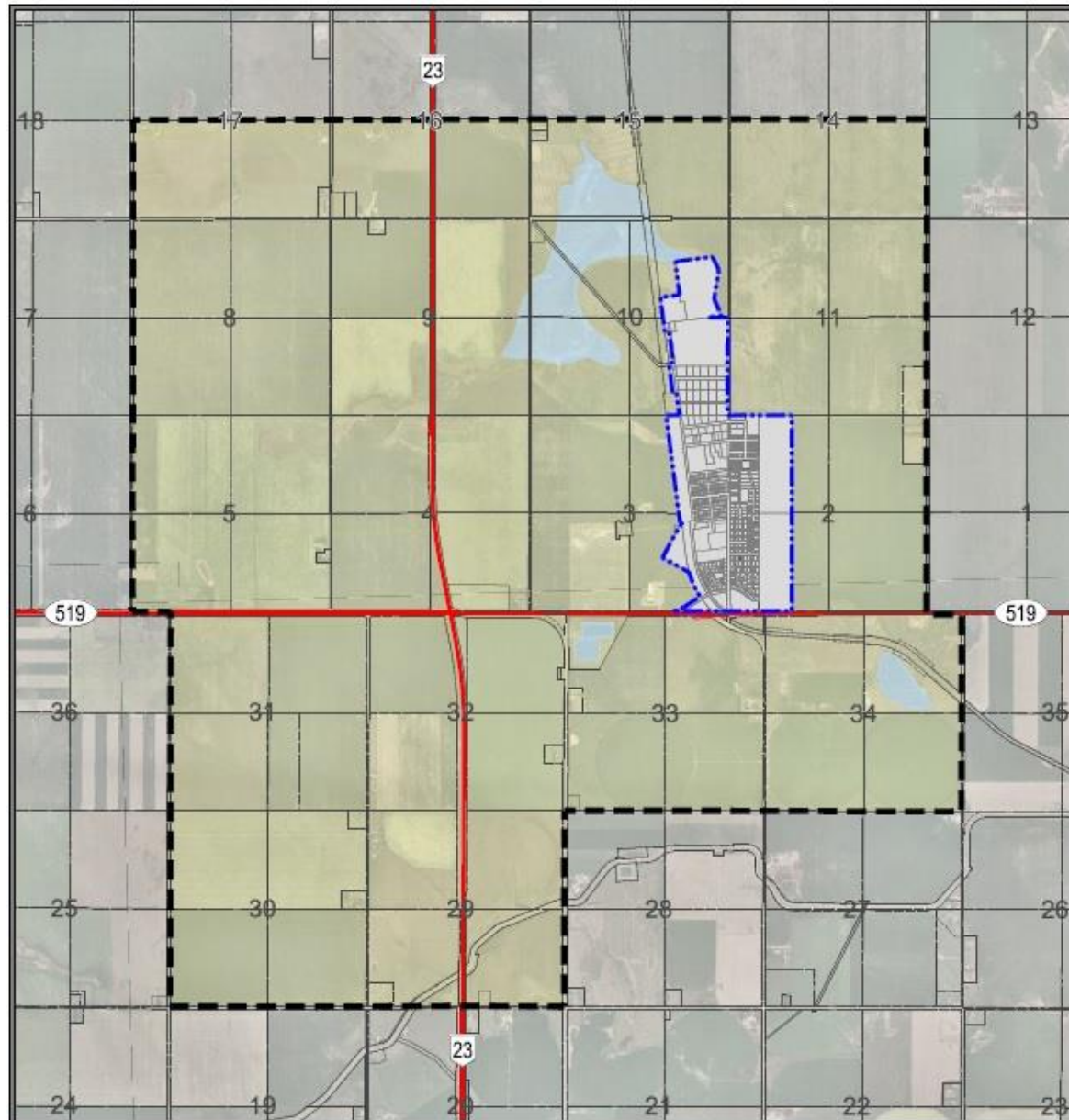
Ignore the shared municipal boundary location and focus on the land itself and its logical use.

Boundary does not need to be arbitrary, even distance applied (e.g., 1-mile or 2-miles all around), it may be irregular, different distances around the urban community, does not have to be even or uniform in all directions.



Tip:

Let land use review and discussions ultimately shape the boundary that both agree to. The land use and the eventual policies agreed to should help direct what and where the final IDP boundary looks like.





LEGEND

-  VILLAGE OF NOBLEFORD
-  IMDP BOUNDARY

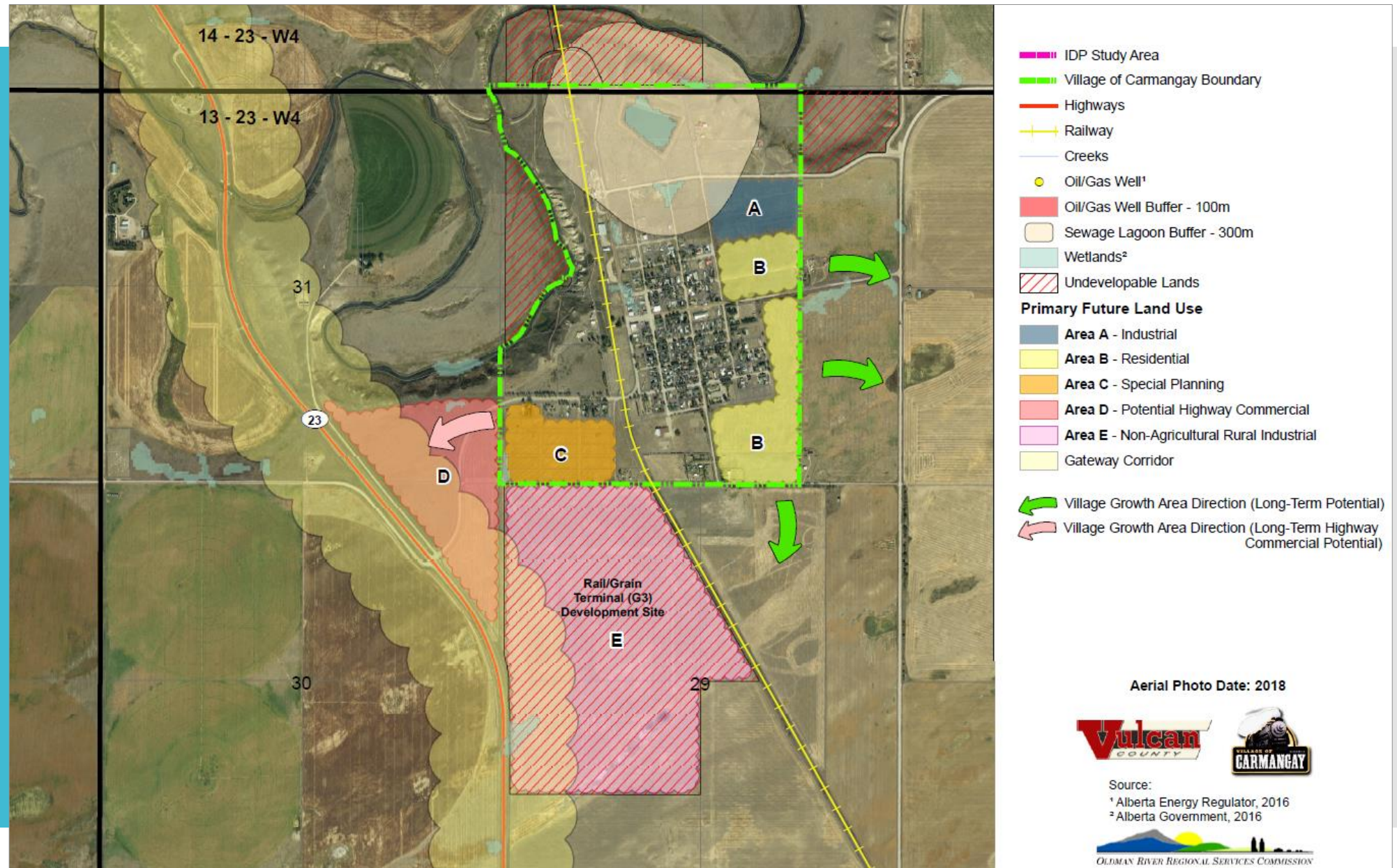
IMDP BOUNDARY

MAP 1

INTERMUNICIPAL DEVELOPMENT PLAN
COUNTY OF LETHBRIDGE (BYLAW NO. 1388) &
VILLAGE OF NOBLEFORD (BYLAW NO. 623)

Maps and land review should look at both sides of the shared municipal boundary.

Reciprocity - the IDP plan area and policies should apply to both sides of the municipal boundary.



POLICIES

Tools and Tips

Regional View - Plan for the general area what makes logical sense for land use, irrespective of the municipal boundary.

Policy Context - If doing multiple IDPs (e.g., a rural municipality), reuse good policies from your other IDPs that are deemed to be beneficial provided they fit the context, the land, and the two communities involved in the process.

However, do not reuse policies that do not fit the situation or context or are simply not even applicable (the “cookie cutter” and paste). Do not waste time or clutter the IDP with useless or irrelevant policies.

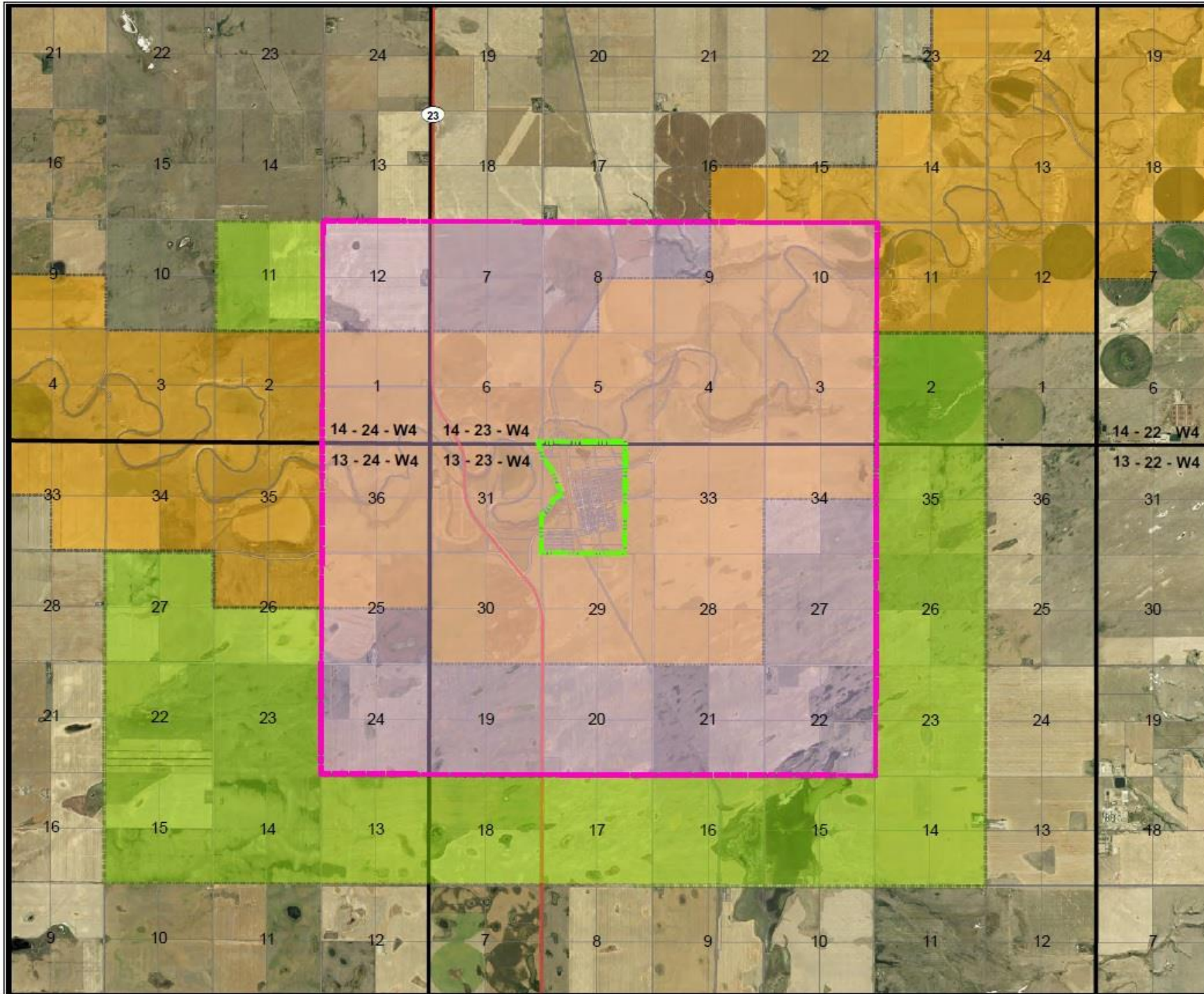
Other Parties - Be cognizant of other government legislation and jurisdiction. Ensure the policies are in alignment with other various legislation, especially provincial. Consult with other government agencies having jurisdiction (e.g. NRCB on CFO exclusion areas, AUC on renewable energy projects)

Be Creative - Do not need the same policies to be applied uniformly across the plan area.

VULCAN COUNTY Bylaw # 2021-004
VILLAGE OF CARMANGAY Bylaw # 810
INTERMUNICIPAL DEVELOPMENT PLAN

CONFINED FEEDING OPERATION
EXCLUSION AREAS

MAP 3



- IDP Plan
- Village of Carmangay Boundary
- Highways
- Confined Feeding Operation Exclusion
Area from Vulcan County MDP
Bylaw # 2012-003
- IDP CFO Exclusion
- IDP CFO Restricted Area
Policy 2.4.5(a) & (b)

14 - 24 - W4 14 - 23 - W4 14 - 22 - W4

13 - 24 - W4 13 - 23 - W4 13 - 22 - W4



Aerial Photo Date: 2018

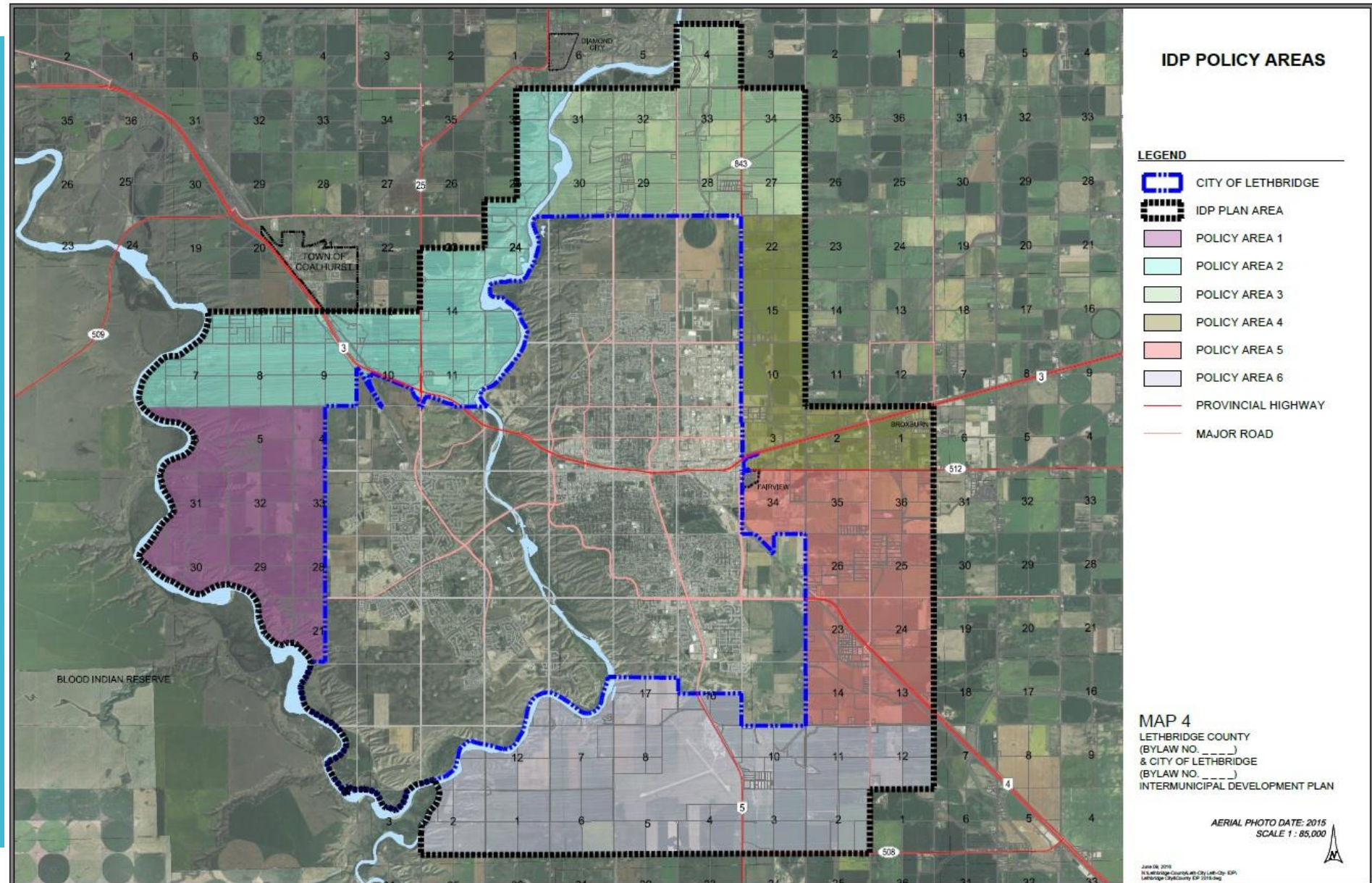


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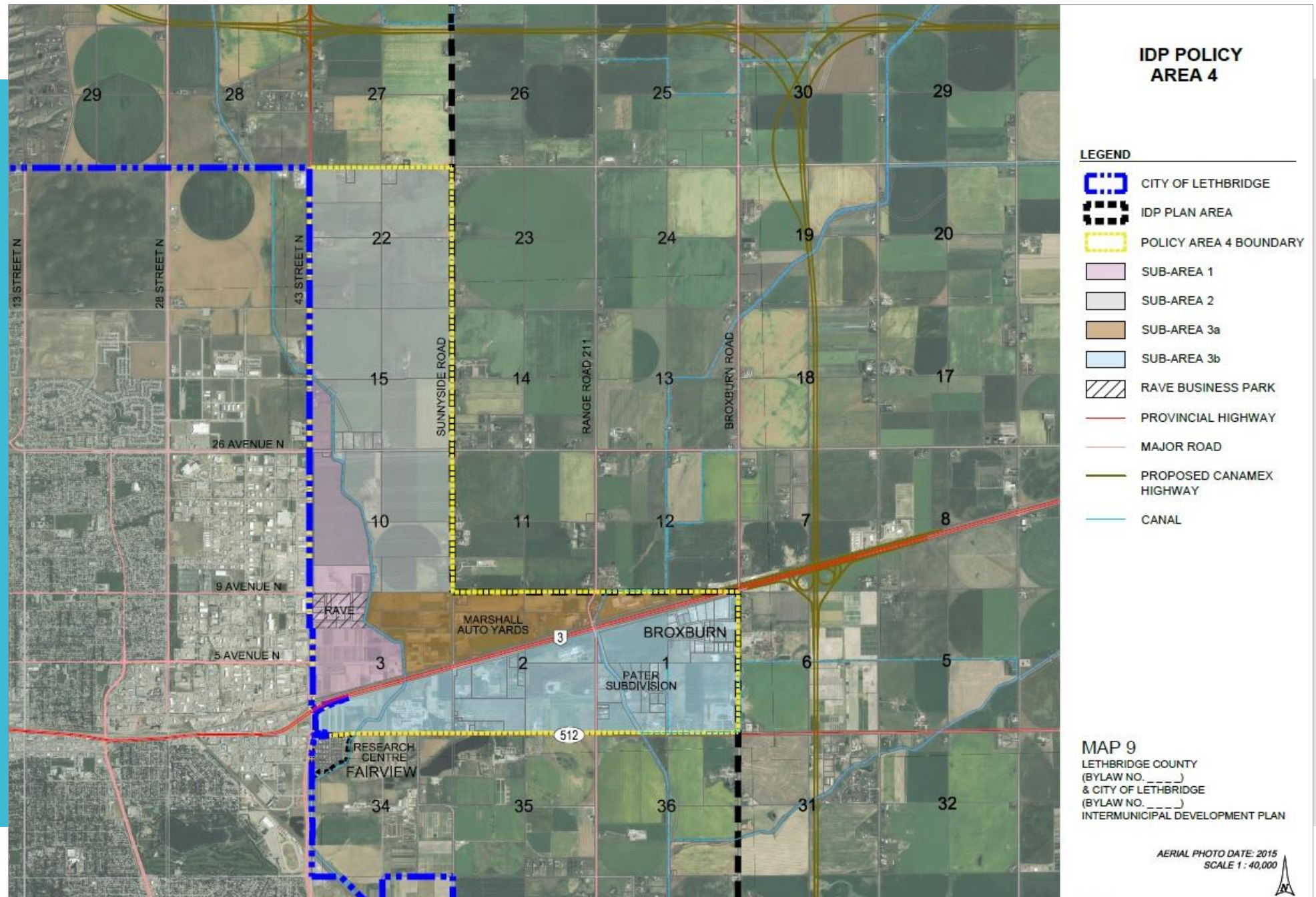


Consider different policies and land uses in different areas based on what makes logical sense (based on land, environment, servicing, transportation, etc.)

The IDP may be divided into different policy or planning areas, or even sub-policy areas.

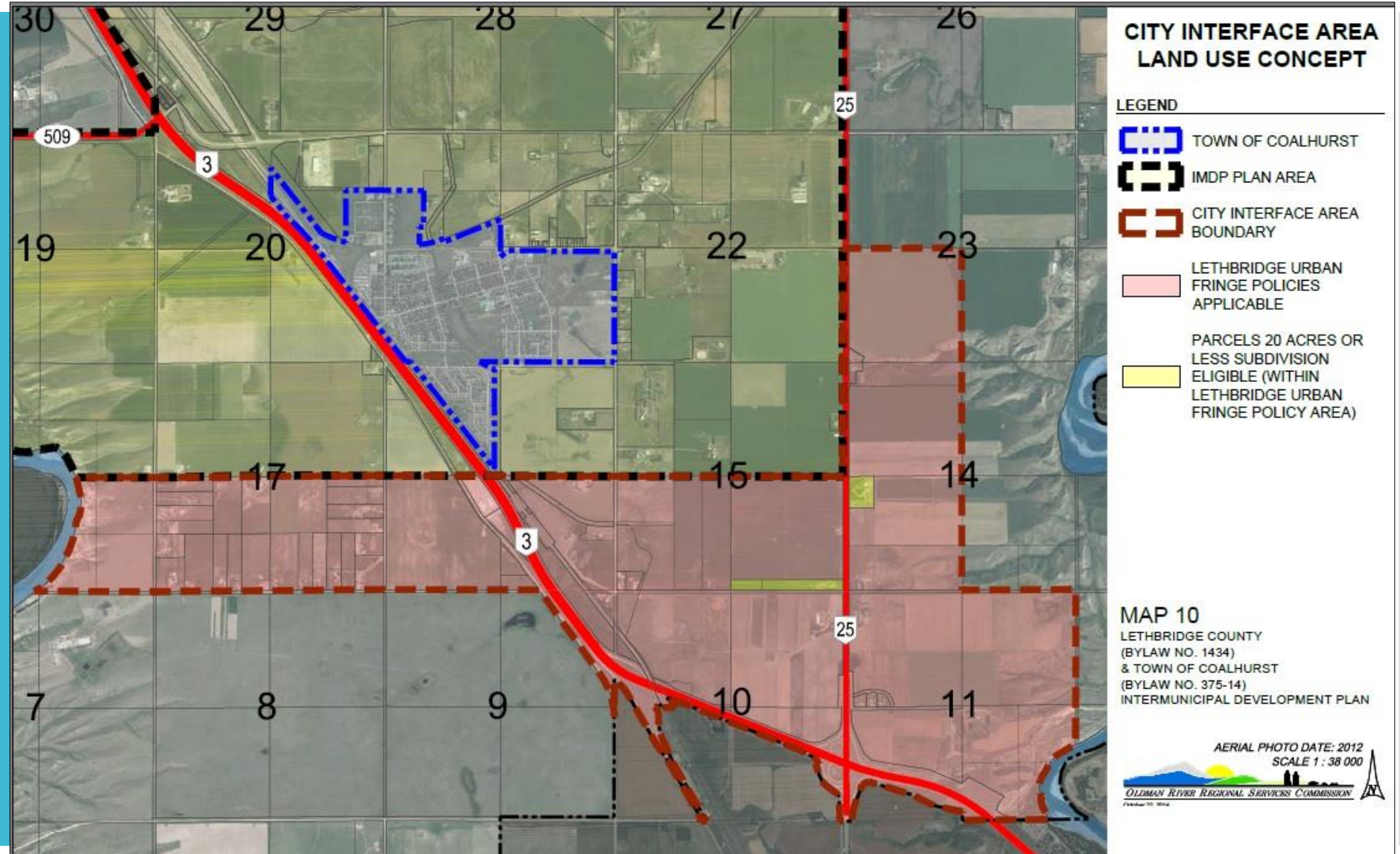


sub-policy
areas



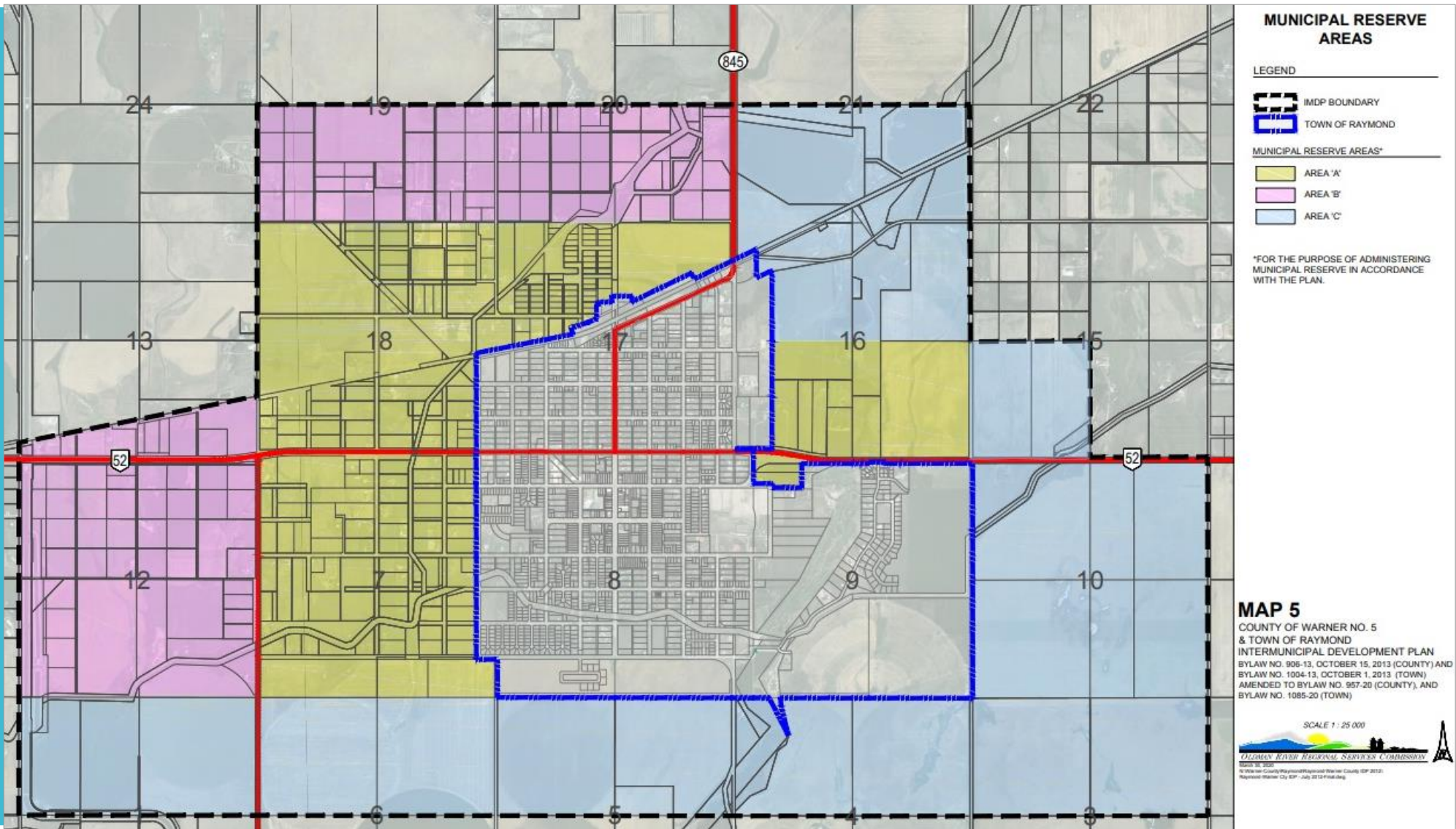
Interface Area Concept

Tool to use in an area where two Urbans are in close proximity, but each has its own IDP with the Rural. The Interface Area recognizes this area of interest overlap.



Municipal Reserve policies

Municipalities may agree to different policy rules about the provision of municipal reserve at the time of subdivision (e.g., a fringe area)



North Coalhurst - Kipp

AREA STRUCTURE PLAN

Appendix B: Intermunicipal Development Plan

Lethbridge County & Town of Coalhurst

Adopted by Amending Bylaw No. 20-023 & Bylaw No. 421-20
to Intermunicipal Development Plan Bylaw No. 1434 & 375-14



Area Structure Plans (ASPs)

The MGA does not have provisions to jointly adopt an ASP that transcends municipal borders.

Two adjacent municipalities may want to have a detailed ASP designed for an area that transcends the shared municipal boundary.

A possible work around - create an ASP and embed it into the IDP. They are both statutory plans and an IDP is more prominent in the hierarchy than an ASP.

An IDP is adopted by bylaw by each municipality.

Other Policy suggestions...

Annexation Framework

IDP should address lands identified as logical areas for future annexation – include annexation framework, steps to outline the process.

- Require Growth Studies
- Policies should require sharing and discussing the study between parties prior to any Intent to Annex notice being filed with LPRT.

Agree to what you can

At the end of the day if you agree on a number of issues, but not all, it is okay to stop there. Adopt a plan on what you can agree on and make a commitment to relook at the other items at future time.

IDP Review

Include policies that the plan must be reviewed, on an on-going basis, but also at a set hard timeline (e.g., every 4, 5 years or 10 years).

Other considerations: must review within the year after a municipal election is held.

DISPUTE RESOLUTION PROCESS



Why have a dispute resolution process that goes straight to costly mediation? Often it might not be necessary.

Defined Process - Policy should have a clear process described.

Escalating Steps - start with quick and easy before moving into more complicated.

Recommend: A CAO to CAO discussion should be the first formal step, resolve issues before they escalate. Work things up the chain.

Should define time periods within which to meet.

Ex. The CAOs shall discuss or meet within 15 calendar days of the matter being brought to each party's attention. The prescribed time-period may be extended if both parties agree to do so.

Local Decisions Preferable - local made decisions and agreements are usually more preferable than forced agreements made through mediation or decided and by and enforced upon by the province.



Consider policies that recognize right to appeal but attempt to work out issues prior.

Policy 1: In the case of a dispute involving the adoption of a statutory plan, Land Use Bylaw or amendment to such, within 30 days of adoption, the municipality initiating the dispute *may, without prejudice*, file an appeal to the Municipal Government Board under section 690(1) of the Municipal Government Act so that the provincial statutory right and timeframe to file an appeal is not lost.

Policy 2: The appeal *may then be withdrawn, without prejudice*, if a solution or agreement is reached between the two municipalities prior to the Municipal Government Board meeting.

This is to acknowledge and respect that the time required to seek resolution or mediation may not be able to occur within the 30-day appeal filing process as outlined in the MGA.

Dispute Pitfalls



How to stay clear of disputes

- Referral and circulation processes are important – share and discuss information and matters before they become issues.
- Follow the plan and its policies, if there are grey areas, meet to discuss.
- Implementation policies – respect them, adhere to them.

What are common items that may cause conflict to occur?

- Weak or poor communication amongst parties or miscommunication.
- Misinformation or blaming the other party for not following the policy.
- The policies are unclear, or the item is not addressed in the IDP.

Recognize that impasses or issues may occur and may require formal mediation - it happens.

Plan Clarity

How to help have clarity in applying and interpreting the Plan and its policies?

(Less chance of issues arising from misinterpretation)

Include comprehensive Definitions!

APPENDIX C

DEFINITIONS

Clustered Development means a design technique that concentrates buildings and/or uses in specific areas on a site(s) to allow the remaining land to be used for recreation, open space, transitional/buffer area, or the preservation of historically or environmentally sensitive features.

Conceptual Design Scheme means, in the context of Lethbridge County, a general plan which provides for the orderly development of a parcel or group of parcels, usually for less than five lots. It is a planning tool which is a type of "mini" area structure plan, usually less detailed, typically illustrating lot layouts and sizes, roads, topography and general servicing information. It is usually not adopted by bylaw, but may be if the municipality desires to do so.

Concept Plan means a generalized a non-statutory plan indicating the boundaries of a parcel or parcels of land which identifies (at a minimum) the proposed land use, land-use intensity, and road and infrastructure servicing alignments and/or linkages.

Confined Feeding Operation (CFO) means an activity on land that is fenced or enclosed or within buildings where livestock is confined for the purpose of growing, sustaining, finishing or breeding by means other than grazing and requires registration or approval under the conditions set forth in the *Agricultural Operation Practices Act (AOPA)*, as amended from time to time, but does not include seasonal feeding and bedding sites.

CFO Exclusion Area means the area within the Intermunicipal Development Plan where new confined feeding operations (CFOs) are not permitted to be established or existing operations allowed to expand except for in consideration of specific circumstances and policies in the Plan.

IMPLEMENTATION

Adopting the IDP

Finalizing and Adopting the Plan

Public Consultation - use different formats or combinations thereof for different scenarios, no one size fits all.

- Use the tools or engagement formats that suit the municipalities and community context.

Public Hearing - Councils of all municipalities involved must adopt IDP by bylaw - option to do a joint public hearing of both municipalities.

- Logistics wise, we have found it is easier for each to just do their own, coordinate dates and advertising close together.
 - Note: if holding separate individual hearings, may still do joint public notice.

IMPLEMENTATION

Referral Policies

Planning and Development Referral Policies

Policy: If a party does not reply within, or request an extension to, the response time for intermunicipal referrals it will be assumed that the responding municipality has no comment or objection to the referral item (i.e., one municipality cannot hold things up).

- Consider different referral policies or response time frames for different planning matters (not one simple blanket referral policy for everything).

Referral Exemptions: Consider exempting certain types of referrals in some situations (e.g. if an ASP is adopted for an area, subdivision applications and development permits are not required to be referred to the other party).

- Suggest: do not require an IDP joint meeting for every referral. Allow that the other municipality may respond they have no concerns, or they can provide their comments/concerns and request to meet (each party can also decide how they do their own internal review to respond).
- Caveat: In some circumstances, you may want an IDP joint meeting for every referral – this may be where there has not been cooperation established, or a historical lack of trust, so the two may want to meet on even small matters, helps build a relationship.

Review and Amend IDP

Set timeframes - Specific policy stipulating a time frame (e.g., formal review of the Plan will occur within 10 years from the date the IDP is adopted by both municipalities).

Ongoing: IDP expectations must be continually reviewed so everyone understands the vision and relationship and be willing to make the necessary changes over time to ensure that it continues.

Idea: The Plan should be informally reviewed by each respective Council within the year after a municipal election so that the elected officials familiarize themselves with the joint intermunicipal planning document and are aware of the general policies.

As Necessary: IDP may need to be updated due to changes in legislation or municipal or provincial projects in the plan area (annexation occurs, highway bypass plans, etc.)

Recommend that the joint IDP committee should meet a minimum of once or twice a year, not just when needed to discuss or resolve an issue. This helps keep the players familiar and comfortable with each other, familiar with the IDP, and the communication and consultation process open - lessens the chance of issues or conflict arising.

Implementation Strategy Guide

Create an 'Implementation Strategy Guide' in the Plan

- acts as a guide to help successfully implement and monitor the plan on an on-going basis (so Plan does not become a document just sitting on the wall shelf, required policies or actions do not get missed).

Lethbridge County/Town of Coalhurst IMDP: Implementation Strategy		
The following outlined strategies are to act as a guide to help successfully implement the plan and they do not form part of the plan policy or act as a formal requirement of the plan		Applicable Plan Policy / Action Reference
Ongoing needs (today on ward)	IMDP policies enacted for all subdivision/development activity from the date of the Plan approval	Policy 2.1.1 & 2.5.2
	Plan tracking (redesignation, subdivisions, permits, etc.)	Best practice
Short-term needs (today – 1 year)	Amend both municipalities' Land Use Bylaws and Municipal Development Plans as required so that all planning instruments are in conformity	Policy 2.5.4
	Continued annexation discussions and the filing of a formal annexation application from the Town	Policy 4.3.3 & On-going intermunicipal discussion
	Mutually agreed route for road development to Highway 25	On-going intermunicipal discussion
	Joint cost-sharing and revenue sharing strategy drafted for areas proposed for non-residential development to the north of the Town	Policy 5.1.8 & On-going intermunicipal discussion
Mid-term needs (1 – 5 years)	Plan review (tracking and analysis of Plan effectiveness)	Policy 2.5.6
	Review of Design Guidelines/success of implementation	See Schedule A / Best practice
	Road development to Highway 25 completed	On-going intermunicipal discussion
	Town should prepare a growth & development/ design strategy to plan for internal development areas and future growth areas (for any land annexed into town boundary)	Section 3.5 & Policy 3.5.9
	Planning/design completed for the joint commercial mixed-use hub at the intersection of Highway 25 and Kipp Road or alternative alignment	Policy 3.4.4
	Approach and discuss with City of Lethbridge 3-way joint planning initiative for City Interface Area	Policy 3.5.3
	Joint economic development strategy for areas north of the Town (Planning Area 2, sub-planning areas 2A -2C)	On-going intermunicipal discussion
Long-term needs (6+ years)	Consultation and review of status of Highway 25 upgrades and CANAMEX corridor development	Policy 3.5.8
	Review of each municipalities land use and development strategy / success of implementation	Best Practice
	On-going monitoring of plan and policies (analysis of Plan effectiveness)	Policy 2.1.5, 2.1.6 & 2.5.6

Key Strategies and Takeaways

How do you achieve Collaborative Success in an IDP Process?

Collaboration is a delicate, time consuming, sensitive process whose outcomes are determined by what you put in (the investment) and an indefinite number of factors occurring in the process.

- **Create a Plan Process Framework** – agree to a defined, clear process for everyone involved
- **Attitude Change** – way of thinking must evolve, have a regional perspective
- **Be Informed, Be Open to Learn**
- **Identify and Establish Shared Objectives** - how do you envision the future? For the area, for managing growth, the land, services, connectivity, opportunity, etc.
- **Have Clear Plan Policies** – no room for ambiguity, but consideration for flexibility

Key Strategies and Takeaways



- **Create a Balanced Plan** – balance the regulations, benefits, growth potential for each party
- **Create Relevant Policy** – that fits the area, land, circumstances, and parties involved
- **Have Realistic Outcomes and Expectations** - it is good to dream, but dreams must be based on some logical reality, or they will never come to fruition
- **Relationship Building/Strengthening** – requires trust, goodwill, and benefits to both
- **Celebrate Accomplishments** - strengthens the relationship
- **Intermunicipal Collaboration must be Ongoing** – it does not end once you complete the plan

Lessons Learned: Suggestions and Strategies for Successful IDP Collaboration

End of Session Presentation

Thank you for your time!

