



Town of Leader Official Community Plan

Bylaw No. 04.16



THE TOWN OF LEADER

BYLAW NO. 04.16

THE TOWN OF LEADER OFFICIAL COMMUNITY PLAN

1. Pursuant to Section 29 of *The Planning and Development Act, 2007*, the Council of the Town of Leader hereby adopts the Official Community Plan, identified as Schedule "A" to this Bylaw.
2. The Mayor and Administrator are hereby authorized to sign and seal Schedule "A" which is attached to and forms part of this Bylaw.
3. Bylaw 5/86, Known as the Basic Planning Statement, and any amendments thereto shall be hereby repealed.
4. This Bylaw shall come into force on the date of final approval by the Minister of Government Relations.

Read a first time this _____ day of _____ 2016

Read a second time this _____ day of _____ 2016

Read a third time and passed this _____ day of _____ 2016

MAYOR

SEAL

ADMINISTRATOR

THE TOWN OF LEADER

OFFICIAL COMMUNITY PLAN

SCHEDULE "A" TO BYLAW NO. 04.16

MAYOR

SEAL

ADMINISTRATOR

Lenore Swystun, MCIP, RPP
Director, Professional Planner

Danny Roy, MCIP, RPP
Senior Regional and Community Planner

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SECTION 1: THE OFFICIAL COMMUNITY PLAN

1.1 INTRODUCTION

The Town of Leader celebrates the completion of its long term local land use planning document known as the “Official Community Plan” (OCP) or “Plan.” This Plan is a voluntary effort formed to assist the Town with the growth and development opportunities over the next twenty-five plus (25+) years.

This Plan promotes and addresses the need to continue stimulating economic development; provides guidelines to reduce conflicts between land uses; protects sensitive environment areas, and develops strategies to support community revitalization and population growth. There is the potential to plan and provide for the best possible mix of activities, services, and land uses for the greater community.

The OCP contains a local vision with goals and policies that will help the Town of Leader with future development that is reflective of the community. These were developed in collaboration with community members and stakeholders, along with Council and Administration. Each of the policies and sections are linked with one another. To enable a comprehensive understanding of the future direction of the community, the Plan and its sections should be read in its entirety, and not in isolation from one another.

1.2 PURPOSE OF THE OFFICIAL COMMUNITY PLAN

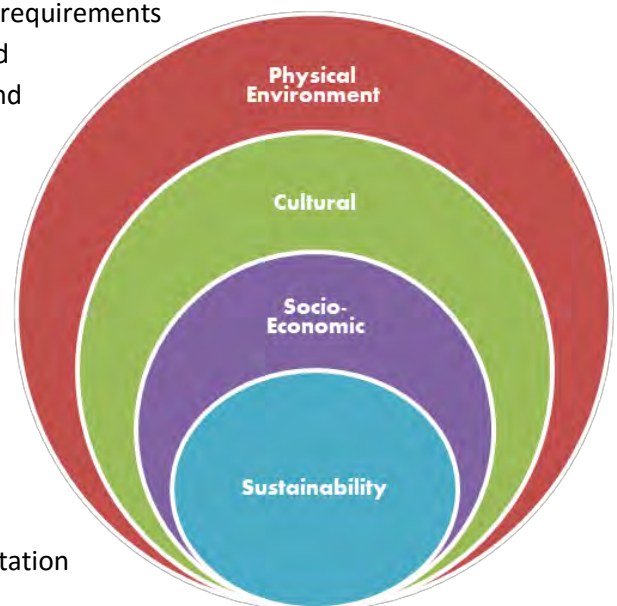
The purpose of the Official Community Plan is to provide a comprehensive policy framework to guide the physical, environmental, economic, social, and cultural development of the community. The OCP also contains provisions and procedures for the resolution of land use conflicts, administration, and amendments of the Plan.

1.2.1 Enabling Legislation

The Town of Leader Official Community Plan meets the legislative requirements as outlined by *The Planning Development Act, 2007* (the “Act”) and *Statements of Provincial Interest*. The OCP has been established and adopted in accordance with Section 32 of the Act.

The Plan responds to the requirements of the Act by providing policies based upon “Community Goals” found in Section 2.3. The goals and policies will reduce uncertainty for both the public and private sectors with respect to future use of land by ensuring development practices are compatible with the land base and environment.

The Town of Leader will also, in accordance with the Act, adopt an updated Zoning Bylaw that is consistent with the policies and provisions of this OCP. The Zoning Bylaw is a regulatory implementation tool of the OCP that includes with site specific regulation.



1.3 THE TOWN OF LEADER – PLANNING CONTEXT

The Town of Leader is a community located in southwest Saskatchewan in the RM of Happyland No. 231, approximately 85 kilometers south of the Town of Kindersley and 150 kilometers northwest of the City of Swift Current. Leader is situated at the junction of Highways No. 21 and 32; near the South Saskatchewan River.

According to the 2011 Census of Canada, the population was 821. There has been a slight decrease from the 2006 Census when the population was 881. The main industries in the town and area include agriculture, tourism, retail, and transportation.¹

Leader is considered a hub of activities and services for the surrounding communities. The community offers a variety of business retail services and community and recreational programming. Leader provides a number of services including visitor accommodation, automotive servicing, transportation services, groceries, and more.

Recreational and community amenities include the Leader Swimming Pool; River Ridge Golf Course; Leader Lions Park; Ball Park; Arena; Curling Rink; Community Centre; and the Friendship Centre. Community services include the Leader Composite School; Great Plains College; Alliance Church; Victory Fellowship; Little Flower Catholic Church; Trinity Lutheran Church; United Church; Leader Medical Clinic; Leader Hospital; and the Western Senior Citizens Home.

A detailed community profile for the Town of Leader is provided in Appendix “C.”

1.4 FORMAT OF THE PLAN

The Town of Leader Official Community Plan is divided into four (4) major parts with a number of appendices attached. The sections include:

- Section 1** • An introduction to the Official Community Plan, including purpose of the OCP, and providing other general information and guidance.
- Section 2** • Community voice and engagement process. The vision and goals of the Community are also provided.
- Section 3** • The land use objectives and policies for the Town of Leader are provided in this section.
- Section 4** • Outline of the action planning and implementation tools available as a means of implementing the Official Community Plan.

The **Policies** of the OCP are action statements intended to address particular opportunities and challenges to advance the Town toward its vision. Policy implementation should involve appropriate levels of consultation with the public and relevant stakeholders. As future amendments to the Plan are

¹ Statistics Canada, 2011 Census of Population <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E>

contemplated, considerations should be given as to how the proposed amendment conforms to the vision and themes presented in the Plan.

Future Land Use Map: One of the key aspects of the OCP is to provide an overall future land use and development concept for the Town of Leader. The Future Land Use Map attached as Appendix “A” illustrates general land use designations which have been determined by a number of factors including community input, existing patterns of land use, protected land needs, resource areas, natural attributes and man-made features.

Reference Maps: A series of Reference Maps are attached in Appendix “B.” These maps provide supplementary information to the policies contained in this Plan. All Reference Maps are approximate and are subject to change. Reference Maps are conceptual and should not be used to make site specific decisions.

Concept Plans: Refers to secondary plans of the Official Community Plan. They are policy plans adopted by Council which represent design layout concepts which may be prepared by a Municipality or developer.

Action Plans: To achieve the goals set out in this Official Community Plan, a clear plan of action or implementation strategy is required. An Action Plan template for the Town has been included in Appendix “E” to provide a foundation of key action items that will need to be completed to help the Town achieve its goals outlined in the Plan. As the Action Plan is further developed, the items will relate to policy statements included in the Plan and will require the action items be prioritized. The action items should be reviewed regularly to monitor progress and to determine if changes are required.

Definitions: The definitions contained in the Town of Leader Zoning Bylaw shall apply to this Official Community Plan. Any amendments to the Zoning Bylaw definitions shall ensure they do not conflict with the Official Community Plan.

SECTION 2: COMMUNITY VOICE, VISION, AND GOALS

2.1 COMMUNITY ENGAGEMENT

One of the most valuable sources of information is gained through local wisdom and experience to write local policy. Community engagement was an important aspect of the Town of Leader community planning process. A number of community members, stakeholders, and business owners from the local area have participated in the process. Data collection and information sharing with Administration and Council also occurred. Information derived from the community engagement helped to form the community's goals, objectives, and policies.

2.1.1 Community Engagement Process

The process utilized during this planning framework is based on best practices of the Appreciative Inquiry model, intended to ensure time for community capacity-building and quality results. The model builds from the positives and asks participants to discuss “best hopes and goals” for the future of their community.

Community engagement involves a wide range of participants with varying opinions and ideas. The model allows for the creation of open space where everyone can voice their opinions and be heard throughout the process. It guides the community to create a shared vision.

2.1.2 Foundations for Success

Foundations for Success were developed amongst Council, Administration, and community members to ensure respectful collaboration. The following foundations were developed during the planning process:

- Refreshments;
- Having open conversations;
- Ensuring there is diverse representation;
- Having accurate and relative information;
- Having a good facilitator and an agenda/plan to follow;
- Humour; and,
- Being respectful.



2.2 COMMUNITY VISION STATEMENT

Visioning is a planning process through which a community creates a shared vision for its future. This vision statement is intended to give a broad, inspirational image of the future of what the community wants to become in the next twenty-five (25) years. The vision statement is written in present tense, in a positive tone, and is easy to understand. The vision statement for the Town of Leader is:

In 2041...

The Town of Leader is a **thriving** community hub that serves its residents and the surrounding area. We provide attainable housing options that fit the need of any individual calling **Leader home**. We are *'leaders'* in the region with **strong community supports** in health care, education, and recreation.

We have a **strong connection to nature** including the South Saskatchewan River and Great Sandhills. We take pride in these natural amenities and work cooperatively with neighbouring communities to **promote our area for regional economic development and tourism opportunities**.

2.3 GOALS OF THE COMMUNITY

The Town of Leader Official Community Plan responds to the requirements of *The Planning and Development Act, 2007* and *Statements of Provincial Interest*, by providing policies based upon "Community Goals" for the conservation and use of municipal resources. The day-to-day decisions of the Municipal Council will be based upon these goals.

Residential Development

- ❖ Maintain access and encourage affordable housing options that fit the needs of all ages including young individuals, growing families, and seniors.

Commercial and Industrial Development

- ❖ Support existing and new core commercial activities to ensure Leader remains a hub of economic activity.
- ❖ Welcome compatible industrial development, including manufacturing, in our community.

Recreation and Tourism

- ❖ Promote our proximity to local and regional assets such as the South Saskatchewan River and Great Sandhills.
- ❖ Collaborate with neighbouring municipalities and agencies on natural and built tourism initiatives.
- ❖ Maintain and support recreational facilities, and where feasible, expand on new initiatives that will add to the quality of life for residents and visitors.

Community Services and Public Health and Safety

- ❖ Continue to provide exceptional community services to residents and visitors to ensure a high quality of life.
- ❖ Ensure the community is a safe place to live, work, and play by maintaining core health and safety services.

Heritage and Cultural Resources

- ❖ Conserve, interpret, and promote the history of Leader and area in a manner that is appropriate and complementary to other potential development.

Environmental Responsibility

- ❖ Steward the environment and work with neighbouring municipalities to protect natural systems and ecological sensitivities, including air and water quality.

Public Utilities, Infrastructure, and Transportation

- ❖ Enhance infrastructure systems in a timely and efficient manner, as able, to meet current and updated standards.

Inter-Municipal Cooperation

- ❖ Recognize the importance of cooperation among neighbouring communities and organizations, and work together on initiatives that benefit individual communities and the region as a whole.
- ❖ Collaborate with the RM of Happyland No. 231 to ensure land use compatibility and shared service delivery.

SECTION 3: THE TOWN OF LEADER – A LOOK FORWARD

The policies outlined in this section address opportunities which may arise throughout the Town of Leader. In managing change, the Town will undertake comprehensive, integrated, and long-term planning to ensure that development with the landscape quality of the area can be sustained by service levels and meets the *Statements of Provincial Interest*.

3.1 GENERAL LAND USE DEVELOPMENT POLICIES

In considering future growth and development, there is existing land supply to consider for infill development and future land development in the northwest portion of the community. The Future Land Use Map (Appendix “A”) illustrates future potentials including residential in the northwest and industrial and highway commercial in the northeast.

Limitations for development include the railway to the south and the proximity of the lagoon located southwest of the Town. The Town will ensure future development occurs in a sustainable and efficient manner.

Objectives

- To ensure an adequate supply of suitable land to accommodate population growth in a managed and thoughtful manner.
- To promote the location of development in areas where the capacity exists to host such developments and is reflective of the Official Community Plan and Future Land Use Map.
- To explore service delivery options which are financially viable for the Town.
- To support development that is responsible towards sensitive environment areas.
- To plan for the possibility of urban expansion including infrastructure, future land use needs, consideration of prime agricultural lands, and other services.

General Policies

- 3.1.1** The Plan will help to identify suitable lands through the Future Land Use Map in Appendix “A” to attract a broad range of residential, business enterprise, recreation, institutional, and industrial development to meet anticipated long-term needs for the community.
- 3.1.2** Future development shall integrate into the natural surroundings and shall complement the surrounding community design, landscape, and vegetation. Planned development will help to increase land values, not be wasteful of land resources, minimize public expenditure in service provision, recognize significant features, and reduce access connections to provincial roads and highways to minimize disruption to traffic flow.
- 3.1.3** Prior to the approval of large, multi-parcel developments (greater than 4 parcels) the developer will be required to provide justification of demand to warrant subdivision or potential benefits to the community, including employment, tax revenues and other economic and social opportunities.

- 3.1.4** Land development shall be evaluated on the degree of prematurity including the consideration of the number of unsold and undeveloped sites in previous phases of the area being rezoned or similar sites in adjoining development.
- 3.1.5** When reviewing applications for development, consideration shall be given to the proposal's conformity with this Plan. A proposal shall be denied when it is deemed incompatible with existing or proposed land uses in the vicinity.
- 3.1.6** New developments shall be encouraged to locate where servicing and infrastructure are in place, or planned, to support the intensity and type of development. Development shall minimize the potential impact to drainage, landscape, or other natural conditions and shall be required to mitigate on and off-site impacts.
- 3.1.7** Servicing agreements may be required at the time of subdivision to ensure that new subdivisions are developed to the standards of the Municipality and to address other concerns specific to the proposed subdivision.
- 3.1.8** Appropriate development standards for the various uses relating to landscaping, signage, parking, building setbacks, and other relevant standards shall be administered through the Zoning Bylaw.
- 3.1.9** As per the *Statements of Provincial Interest*, the Town recognizes the agricultural land in the surrounding Rural Municipality as a value and land for sustainable growth of agricultural activities including diversification and expansion of agricultural and value-added agribusiness development.

Future Urban Development

- 3.1.10** Future Urban Development Areas are identified within Town limits on the Zoning District Map. These are areas where the future use of land or the timing of development is uncertain due to matters of servicing, transitional use, or market demand.
- 3.1.11** Future Urban Areas may include:
 - a. Lands which are capable of a full range of utilities, but for which no overall area concept plan has been approved for the general area; or,
 - b. Lands which are not readily capable of being serviced with a full range of utilities, and for which no concept plans have been approved.

3.2 COMMUNITY VOICE AND ENGAGEMENT

The Town of Leader is committed to an open and transparent process when considering matters that affect the wider community.

Currently, the Town provides communications to residents and visitors through regular updates to their website and social media. Public meetings are held on an as-needed basis for community members to voice their opinions on important community matters.

Objectives

- To promote communication between all residents and stakeholders within the community and surrounding area, agencies, and other orders of government.
- To encourage and foster local stewardship and citizen participation in community planning and development process.
- To continue to promote a strong awareness of municipal happenings and events among residents, businesses, and other land owners.

General Policies

- 3.2.1** The Town will regularly communicate with the community through methods that connect the public together with the municipal office including, though not limited to, print, web-based, social media, radio, and open forums allowing public participation.
- 3.2.2** Residents and businesses in the community shall be given the opportunity to pursue community building initiatives with appropriate support and encouragement when planning community services, programs, facilities, neighbourhood environments, or other matters that affect their quality of life.
- 3.2.3** The Town recognizes and supports the important contributions of volunteer groups, non-profit organizations, and agencies that bring significant value to the community.
- 3.2.4** The Town supports the establishment of additional adhoc advisory committees to solicit input on social, cultural, economic, and environmental issues and to provide a local public process that prioritizes community projects when opportunities for community development arise.

3.3 RESIDENTIAL LAND USE

The Town of Leader offers a variety of housing types that includes single-detached, mobile homes, senior's housing, and duplexes. According to the 2011 Census of Canada, there was a total of 425 private dwellings, 383 were occupied by residents. Of the 383 private dwellings occupied, 350 were single-detached units, 10 were apartments, and 25 were "other dwellings," which are defined by Statistics Canada as semi-detached units, row-housing, and duplexes.²

Community members indicated they would like to see growth in single-detached housing for individuals and families. In order to ensure a diversity of housing types, community members also identified affordable, multi-units for entry level housing and rental and additional seniors housing.

This Plan identifies appropriate areas for residential development with focus on infill development in order to promote a range of housing opportunities in the existing Town boundaries. The Plan also ensures residential areas are located in compatible areas away from noxious or hazardous land uses.

² Statistics Canada, 2011 Census of Population <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E>

Objectives

- To accommodate residential development in a phased, orderly manner to ensure efficient use of municipal servicing.
- To encourage the infill and redevelopment of vacant residential lots within the community to maximize existing space and infrastructure.
- To support existing seniors housing and encourage opportunities for additional units that works to create a sense of community while respecting people’s need for their own independent sense of home.
- To accommodate institutional and home-based business uses that will not create land use conflicts with residential areas.
- To provide a wide range of housing options to meet the needs of individuals and families and varying income levels.
- To promote the development of affordable rental housing for individuals and families.



General Policies

- 3.3.1** The Future Land Use Map in Appendix “A” of this Plan will provide guidance for the development of residential compatible land uses to accommodate a variety of housing forms provided for within the Zoning Bylaw.
- 3.3.2** Redevelopment and infill residential will be encouraged over new development to maximize the use of existing infrastructure and services.
- 3.3.3** When planning new residential areas or rezoning portions of land for residential use, the proposed shall have regard to:
 - a. Compatibility of adjacent land uses;
 - b. Avoidance of environmentally sensitive and hazardous areas;
 - c. The ability of the Town to provide cost-effective municipal services;
 - d. The impact on financial and capital planning by the Town;
 - e. Zoning, subdivision design, street layout, and site planning;
 - f. The use of natural topography and drainage patterns to minimize the cost and risks associated with storm drainage; and,
 - g. Provision of land for Municipal Reserve pursuant to *The Planning and Development Act, 2007*
- 3.3.4** Residential building construction will be regulated by the Building Bylaw to ensure high quality housing that is consistent with the *National Building Code of Canada*. The safe construction and maintenance of dwellings, along with certification of modular and RTM homes to meet safety standards, will be enforced.
- 3.3.5** The Town may explore opportunities to create incentives to clean up derelict, abandoned housing and buildings where those sites are needed for infill development.

- 3.3.6** In new residential areas, the provision and development of buffers and pathways will be encouraged to separate incompatible land uses, and if possible, to keep important natural and nature-like areas generally intact.

Multi-Family Housing Policies

- 3.3.7** Higher density housing will be encouraged to improve the sustainability of the community and to meet the market demand. Such development shall be appropriately located within proximity to local services, communal open space, and commercial and institutional uses.
- 3.3.8** Bareland condominiums, a type of ownership which provides a number of individually-owned units with shared common property, will be encouraged when demand warrants it.

Affordable and Rental Housing Policies

- 3.3.9** The Town shall support affordable housing by:
- a. Integrating opportunities for such development within existing and proposed residential areas;
 - b. Assisting in the development review process; and,
 - c. Participating in affordable housing projects where appropriate and within financial capabilities.
- 3.3.10** The Town will seek opportunities to apply for grants or conditional funding from other orders of government agencies to support the development of affordable housing.
- 3.3.11** Rental housing options will be encouraged to mitigate the potential shortage of rental accommodation. The Town will consider various options to stimulate this type of development when in demand.

Senior Housing Policies

- 3.3.12** The Town will continue to support the Western Senior Citizens Home as a viable seniors living option in the community.
- 3.3.13** The Town will support opportunities for the provision of additional and affordable senior housing units that may be in the form of townhouses and other multi-unit dwellings.
- 3.3.14** The Town will work with neighbouring municipalities to advocate for senior care facilities within the community or within the wider region, to ensure residents continue to have a home within the area in the future.

3.4 COMMERCIAL AND INDUSTRIAL DEVELOPMENT

The Town of Leader provides a variety of commercial and industrial activities to serve its residents and the wider area. Leader has a Board of Trade together with the Saskatchewan Chamber of Commerce to help support local businesses in the community. There is a wide variety of services available in Leader including: hotels, motels and a bed-and-breakfast; agricultural and rail services; automotive repair and other related services; beauty and personal services; building and contractors; financial services; various government services; restaurants; pharmacies; and grocery retail – to name a few.

Leader is located away from other urban centres including the City of Swift Current (located to the east), Town of Kindersley (located to the north), and the Town of Maple Creek (located to the south). Leader is considered a hub of activity for the surrounding smaller communities, including Villages of Prelate, Sceptre, and others.

There is strong community support for the services and businesses available within and surrounding the community. Community members identified maintaining home-based businesses as value added to core commercial services. The retail available in the core commercial areas was also identified as important to the viability of the community. Industrial development, including manufacturing, is welcomed in the community in compatible areas

Objectives

- To support existing businesses in the community while welcoming new commercial and industrial development.
- To promote 1st Street West and 1st Avenue for commercial, institutional, and social activities.
- To ensure industrial developments occur in areas that are suited to their needs and do not create land use compatibility issues.
- To promote the profile of Highways No. 21 and 32 and expand highway commercial and industrial potential.
- To promote home-based businesses in the community as supplementary services to the core commercial area.

General Policies

- 3.4.1** Commercial and industrial activities shall include the development of structures, buildings, and landscaped areas that are compatible with adjacent uses. The Future Land Use Map (Appendix “A”) indicates areas designated for commercial and industrial development.
- 3.4.2** Commercial developments with extensive requirements, such as outdoor storage, display, parking requirements will be encouraged to locate at appropriate locations outside of the central commercial area, namely 1st Avenue and 1st Street West.
- 3.4.3** Economic development opportunities that diversify the economic base, provide a range and choice of suitable sites, and supports a wide range of economic activities and ancillary uses, shall be considered.

Core Commercial Policies

- 3.4.4** The core commercial area will be prioritized as an area for retail activities, professional services, government functions, and cultural activities.
- 3.4.5** The Town should consult with individuals, business owners, and organizations to identify initiatives or incentive programs that would encourage businesses and enterprises to locate in the core commercial area.
- 3.4.6** Compatible public institutional uses may also be permitted within the core commercial area. Such uses shall generally be small and may include community centres and day care centres.
- 3.4.7** Rezoning of commercial districts to residential districts within the core commercial area will not be supported by the Town, other than a mixed-use development that allows for residential units above commercial activities.

Highway Commercial and Industrial Policies

- 3.4.8** The infilling of vacant industrial and commercial land will be encouraged prior to consideration of expansion of new industrial and commercial areas.
- 3.4.9** Highway commercial and industrial development shall be directed to lands readily accessible to existing transportation networks and infrastructure to provide for efficient transport and shipping operations. Ideal locations include the north east side of Leader, off of Highway No. 21.
- 3.4.10** Industrial and associated commercial development shall be encouraged to cluster into nodes along established transportation interchanges.
- 3.4.11** Visual appearance standards should be encouraged to include landscaping of highway commercial and industrial developments.
- 3.4.12** The Town will assist the appropriate agencies to identify potential contaminated sites that may exist in the community and cooperate in the development of appropriate mitigation plans for those sites. Incentives may be considered for redevelopment of brownfield sites so long as the development includes undertaking appropriate environmental assessments.
- 3.4.13** Highway commercial and industrial development will generally include uses serving the travelling public, require adequate vehicular access, highway exposure, and be larger in scale sites. Service and retail commercial uses may be accommodated to provide a degree of flexibility as regulated by the Zoning Bylaw.
- 3.4.14** Care shall be taken in situating industrial uses that normally create very significant land use conflicts with regard to noise, vibration, smoke, dust, odour, or potential environmental



contamination. Such uses shall be encouraged to find a location that maximizes separation from residential areas and shall be visually screened or otherwise buffered to protect adjacent land uses.

Hazardous Use Policies

- 3.4.15** Facilities or developments, which manufacture, handle, store or distribute hazardous materials, will be governed by the following:
- Hazardous facilities shall not be located closer to dwellings than permitted or recommended by the Saskatchewan Ministry of Environment;
 - Anhydrous ammonia facilities shall be located a minimum of 100 meters (328 feet) from provincial highways and municipal roadways;
 - Where new development or expansion of a potentially hazardous use is proposed, information may be required relating to the nature of any potential discharges into the air, soil or water, the nature of outside storage requirements, the compatibility of surrounding land uses, and plans for buffering such activities from adjacent uses; and,
 - In instances where the risk is severe, development may be directed to a suitable rural location.
- 3.4.16** Hazardous industries shall be required to locate in, or adjacent to, areas of concentrated use or in new industrial parks. Hazardous industries must be approved by applicable Provincial and Federal environmental agencies and provide clear evidence of compliance with *The Saskatchewan Fire Code, The Environmental Management and Protection Act, The Dangerous Goods Transportation Act, The Fire Prevention Act, The National Building Code*, and other applicable codes and standards.

Home-based Businesses Policies

- 3.4.17** Home-based businesses may be accommodated provided that they are clearly secondary to the principal residential use of the dwelling unit, are compatible with, and do not change the character of the surrounding residential area and are not of a size, scale, or use that would affect the viability of established commercial areas.
- 3.4.18** The Zoning Bylaw shall specify development standards for home-based businesses. They are also required to comply with the Building Bylaw and the *National Building Code of Canada*.

3.5 RECREATION AND TOURISM

The Town of Leader prides itself on offering a variety of recreation and tourism amenities to community members and visitors. Tourism is a growing industry in the community. With its sandbars and sandhills, Leader is located in a unique area of the Prairies. The community lies directly in the migratory bird flyways and attracts many visitors. Along the Leader Birding Trail, naturalists will find over 200 different species.³

Recreational amenities in Leader include the River Ridge Golf Course located just north of Leader on Highway 21; Leader Swimming Pool, originally built by the Lions Club in the early 1960s, and replaced with a new one in 2011; Leader Lions Park; Ball Park; Arena; and, Curling Rink. Community celebration

³ Town of Leader, Economic Profile <http://www.leader.ca/investing-in-leader/economic-profile/>

days include the Volunteer Appreciation Night, Wild West Daze, Canada Day, Pumpkin Patch Party, Winter Family Fun Day, Christmas Craft Fair, and more.

Leader is also known for their 'larger-than-life' sculptures that are located across the community. These sculptures were created by the late Ralph Berg of Cabri, SK and Grant McLaughlin of Moose Jaw, SK. These sculptures depict several of the area's animal inhabitants. Reference Map "Larger than Life Wildlife Sculptures" found in Appendix "B" shows the locations of these sculptures.

Community members identified the importance of recreation and tourism and what it contributes to the quality of life. It was recognized there is great potential for expanded recreation and tourism. Bus tours were one specific idea discussed, with potential to tour the region including the sand hills and surrounding areas.

Objectives

- To provide for recreational amenities and cultural facilities that are accessible and available for all ages and lifestyles.
- To encourage a system of accessible, safe, and connected parks and open areas for the enjoyment of residents and visitors.
- To expand and preserve outdoor, year-round recreational space for the community.
- To collaborate among different stakeholders, community members, and neighbouring municipalities to build on tourism initiatives and opportunities.

Recreation Policies

3.5.1 The Town shall encourage programs, services, and events as a means of promoting activities for all ages and physical capabilities.

3.5.2 A balance of indoor and outdoor experiences shall be provided to ensure recreational facilities receive optimum usage and can be used by all residents in the district for year-round recreational pursuits.

3.5.3 Council supports the maintenance of existing recreational amenities including the swimming pool, arena, campgrounds, ball parks and the golf course. Upgrades to any of the amenities should be explored when the demand and resources warrant it.

3.5.4 Where feasible, the Town will facilitate partnership agreements, joint ventures, and facility sharing with community organizations to expand the supply of open space, parks, and recreational facilities.

3.5.5 The Town will provide contributions, through public support and financial capability, for the upkeep of existing and future recreational facilities to ensure their lifespan within the community.



- 3.5.6** The Town shall continue to conserve a system of parks, green space, and recreational facilities to meet the recreational needs of a growing community. This includes the Lions Park and Campground, Leader Millennium Gardens, and other park spaces within the community.
- 3.5.7** Playgrounds shall be maintained for children and youth to be utilized and interspersed throughout the community.

Tourism Policies

3.5.8 The Town supports initiatives that will contribute to increased tourism in the community; this includes maintenance of the “Larger than Life” sculptures located throughout Leader, and other initiatives.

3.5.9 Leader has a locational advantage being in close proximity to the Great Sandhills and South Saskatchewan River. The Town shall explore opportunities to promote these assets further with other municipalities and organizations.



3.5.10 The Town should explore opportunities to develop more lodging areas such as hotel/motels, bed and breakfast homes, or other over-night accommodations that would increase the options for visitors in the area.

3.5.11 The Town will continue to collaborate with neighbouring communities on joint events for the benefit of the region as a whole.

3.5.12 The Town may use its communication networks (i.e. newsletters, website, social media, etc.) to encourage residents to be involved and volunteer in culture, tourism, and sport within the community.

3.5.13 Year-round activities and festivals that bring community members and visitors together such as the Wild West Daze, and more, shall be promoted by the Town. The expansion of existing events and incorporation of new ones should be encouraged.

3.5.14 The Town may consider exploring opportunities to collaborate with other organizations and municipalities on a bus tour to promote the tourism of the region.

3.6 COMMUNITY SERVICES AND PUBLIC HEALTH SAFETY

The Town of Leader offers a wide variety of community-orientated programs and services to local and regional residents. For educational amenities, there is the Leader Composite School, a K-to-12 school that serves other surrounding communities and has a student population of approximately 200. There is also satellite access to a post-secondary institution in Leader, the Great Plains College.

Community facilities include the Community Hall, Leader Lions Hall, and the Leader Friendship Centre. Each of the facilities are utilized regularly year-round with programming provided by various organizations.

Faith-based institutions include the Alliance Church, Leader Victory Fellowship, Little Flower Catholic Church, Trinity Lutheran Church, and the Leader United Church.

Health and medical services available include the Leader Medical Clinic that staffs three doctors and one nurse practitioner. The Leader Hospital offers emergency care, treatment, and x-ray services. They also provide inpatient care including nursing, medical treatment, palliative care, some respite care, and minor surgery. The Western Senior Citizens Home offers long term care services and include physical care by professional nurses. Finally, there is the Community Health Services Office which offers a number of health related services to the community.

The Town has recently approved the development of an integrated health care facility to serve the region which will be undergoing construction in 2016.

Emergency services include the Leader and District Ambulance, Leader and District Fire Department, and an RCMP Detachment located within the community.

Community members indicated the importance of maintaining all the community services available to ensure safety and quality of life for residents and visitors.

Reference Map “Community Park and Recreational Amenities” found in Appendix “B” illustrates the location of various community and recreation amenities in Leader.

Reference Map “Health, Safety, and Emergency Services” found in Appendix “B” also illustrates the location of various health and emergency related facilities in the community.

Objectives

- To support community service delivery agencies, and where appropriate, to assist in programming of services to the public.
- To work cooperatively with neighbouring municipalities, community-based organizations, and the private sector to deliver a range of community services and amenities to serve the public good.
- To encourage adaptive reuse of buildings for community-orientated uses.
- To ensure protective services and appropriate emergency preparedness for the Town and surrounding area.

Community Service Policies

- 3.6.1** The Town will ensure that adequate land and buildings are made available to a full range of institutional, public, and community services. The development of institutional, recreation, or cultural facilities shall be encouraged to locate where services can be shared or have joint use.



- 3.6.2** The Town will work with service delivery agencies, other municipalities, communities, and other jurisdictions by:
- a. Participating in activities enhancing the delivery of services;
 - b. Assisting in site planning for public service uses;
 - c. Ensuring infrastructure development that supports public service uses;
 - d. Supporting, as appropriate, the joint use of community facilities as a means of providing cost efficient services to the public;
 - e. Accommodating public service development in appropriate locations in the community compatible with existing land use as may be permitted by the Zoning Bylaw; and,
 - f. Entering into collaborative inter-municipal or inter-agency agreements.



- 3.6.3** The Town will work with various community groups and organizations to determine community needs and the best methods to provide and maintain needed community facilities for community members of all ages.
- 3.6.4** The Town supports community services such as the Friendship Centre. Opportunities for maintaining existing and creating new programming will be explored.
- 3.6.5** The Town will continue to support existing and future educational facilities and programs including the Leader Composite School and the Great Plains College.
- 3.6.6** The Town will ensure publicly funded developments are safe, accessible to all, and are conducive to social interaction by encouraging accessibility-friendly design and other considerations specific to a particular development.
- 3.6.7** The use of vacant community service buildings (i.e. halls, schools, etc.) shall be encouraged to continue for future institutional uses. The conversion of community service buildings to residential buildings is not encouraged, unless it is found to be viable.
- 3.6.8** Neighbourhood-orientated institutional uses such as schools, churches, and day care facilities may locate within the neighbourhood they serve. The Zoning Bylaw provides the provisions for community service uses including site regulations.

Public Health and Safety Policies

- 3.6.9** The Town supports health facilities such as the Medical Clinic, Leader Hospital, Western Senior Citizens Home, and the Integrated Health Care Facility that will soon be constructed.
- 3.6.10** The Town, in conjunction with community clubs, organizations, and advocacy groups shall promote healthy lifestyles for community members by ensuring health support and recreational opportunities are available in the community.



- 3.6.11** The Town will work with the proper organizations and committees to ensure doctors and health practitioners are recruited to help serve residents of the region.
- 3.6.12** The Town shall ensure that Emergency and Response Plans are current and reflect changes in land use or activities. In addition, firefighting requirements will be considered as a part of every re-zoning application, subdivision review and servicing agreement.
- 3.6.13** Emergency planning needs to be undertaken to identify risk and to research risk reduction measures that lower the probability of an emergency event occurring. An understood and practiced plan needs to be maintained.
- 3.6.14** The Town is encouraged to utilize FireSmart⁴ principles for subdivisions planned within and adjacent to potential fire hazard areas.
- 3.6.15** Leader is located along an active rail line transporting various materials which also may include hazardous material through the community. The Town shall work with the respective rail agencies to comply with any adopted set of recommended development guidelines and setbacks for residential development adjacent to the rail right-of-way. Development constraints related to those adjacent to active railways are addressed in Section 3.11.

3.7 HERITAGE AND CULTURAL RESOURCES

Leader has a rich history from pre-settlement periods to the turn of the twentieth century. With the construction of the rail line branches surrounding Swift Current, CPR built a line to a town site around the year 1910. The Town of Leader was officially incorporated as the Village of Prussia on September 13th, 1913. In 1917, the name was official changed from Prussia to Leader.⁵

The community works closely with other municipalities, including the Village of Sceptre, to promote the Great Sandhills Museum and Interpretive Centre. The Museum is the gateway to the Great Sandhills.

Today, heritage and other cultural resources in the community include the Tourist Caboose and the Millennium Gardens. Reference Maps “Heritage Buildings and Historic Places of Interest” and “Heritage Sensitive Lands” found in Appendix “B” outlines sites that are considered of heritage and cultural value to the community.

Objectives

- To protect, conserve, and interpret heritage and culture resource assets in Leader and surrounding area.
- To encourage residents and other stakeholders to become involved in heritage and cultural preservation.
- To be responsible stewards of heritage ensuring a balance between urban development and heritage conservation.
- To avoid development on land that is culturally, historically, or environmentally significant.

⁴ FireSmart principles and resources can be found at the following website:

<http://www.environment.gov.sk.ca/firesmart>

⁵ Town of Leader, History of Leader. <http://www.leader.ca/visiting-leader/history/>

- To encourage the use of existing community space for arts, culture, and heritage initiatives.

Heritage Conservation Policies

- 3.7.1** The Town will work with the Ministry of Parks, Culture and Sport and other agencies to develop a local catalogue and criteria for local heritage buildings, sites and landmarks.
- 3.7.2** The Town will utilize the *Standards and Guidelines for the Conservation of Historic Places in Canada* to guide and inform conservation projects on historic places which are owned, regulated, funded, or guided by the Municipality.
- 3.7.3** The Town will move forward where criteria is met, for the designation of respective building, sites, and districts either municipally, or where applicable, provincially, nationally and internationally.
- 3.7.4** The Town will demonstrate the appropriate use and treatment of properties designated through the Municipal Heritage Property Designation, under the terms of *The Heritage Property Act*.
- 3.7.5** The Town will continue to cooperate with community stakeholders to identify and continually assess the significance of historic, cultural sites, and special areas within Leader and surrounding area.
- 3.7.6** The Town shall explore opportunities to work with owners of cultural and heritage resources to ensure their presence and sustainability in the community for the benefit of present and future generations.

Cultural Resources Policies

- 3.7.7** The Town encourages partnerships among community interest groups and businesses to promote the Town's cultural assets throughout the region.
- 3.7.8** The Town will continue to collaborate with other municipalities and organizations to promote the Great Sandhills Museum and Interpretive Centre. Opportunities to expand programming and other initiatives are encouraged.
- 3.7.9** The Town will encourage partnerships among community interest groups and businesses to promote the Town's cultural assets.
- 3.7.10** The Town recognizes the importance of cultural preservation and that cultural diversity is integral to growth of the community.
- 3.7.11** The Town shall encourage the continued development of arts and cultural programming in the community and ensure adequate space is provided for cultural events and initiatives.
- 3.7.12** The Town will continue to support community-based art organizations this may include through grants and other funding opportunities.

3.8 NATURAL AND ECOLOGICAL RESOURCES AND MUNICIPAL AND ENVIRONMENTAL RESERVE

The Town is committed to ensuring sensitive ecological areas and open natural areas in the community are protected. Dedicating the lands as Municipal or Environmental Reserve will be considered where it makes best sense. Strong emphasis is made towards the placement of municipal reserve to protect natural features and to ensure adequate open space for community use.

Leader is located in the mixed grassland ecoregion of the province. This ecoregion represents the driest area of the province as evidenced by the absence of native trees and scarcity of wetlands and permanent water bodies. Its diverse landscapes include level, glacial lake plains; dune-covered, sand hill areas; and the rolling expanses of native grassland.⁶

Community members identified the importance of the natural amenities that are located around Leader, this includes the Great Sandhills and the South Saskatchewan River.

Objectives

- To acknowledge and protect natural, environmental features, and systems within the Town.
- To avoid development on land that is environmentally sensitive or prone to flooding.
- To extend the responsibility for sound environmental management to property owners and developers.
- To ensure new developments provide for adequate green space or Municipal Reserve where required.
- To work with surrounding municipalities to ensure and practice sound environmental management of ecological and environmentally sensitive lands within the region, namely the Great Sandhills and the South Saskatchewan River.

Sensitive Environment Policies

- 3.8.1** Environmentally sensitive lands that may be identified in Leader should be protected as environmental reserve in accordance with *The Planning and Development Act, 2007*, the *Environmental Assessment Act*, and the *Environmental Management and Protection Act, 2002*.
- 3.8.2** Adequate surface water drainage will be required throughout the Town and on new development sites to avoid flooding, erosion, and pollution. Consideration shall be given to the ecological, wildlife habitat, and drainage effects of development in sensitive areas.
- 3.8.3** Developers may be required to provide a comprehensive development review with information pertaining to environmental qualities, vegetation, drainage, and a soil report prepared by accredited professionals as a means of ensuring the suitability of site to the proposed development is met.

⁶ Saskatchewan Conservation Data Centre. http://www.biodiversity.sk.ca/ecoregions/Mixed_Grassland.htm

- 3.8.4** Buffer strips should be maintained adjacent to watercourses and water bodies to allow for protection measures against erosion, sediment control, flood hazards, and areas of industrial or oil related activities and storage.
- 3.8.5** Wetlands shall be preserved for the benefit they serve as catchment basins for drainage.
- 3.8.6** Where an area exhibits potential for poor drainage due to snowmelt or prolonged rainfall events, all proposed building sites shall be located outside of those areas whenever possible. Otherwise, the proponent shall provide a suitable amount of fill at the building site to provide a satisfactory level of protection for the buildings.
- 3.8.7** All structures and developments that are proposed in the 1:500 year floodway shall be prohibited. Development proposed in the 1:500 year flood fringe shall be discouraged.
- 3.8.8** The Saskatchewan Water Security Agency or other appropriate government or private sector consultants will be utilized as a source of technical advice regarding floodways, flood fringe areas, and flood proofing techniques.
- 3.8.9** Retaining and expanding upon green space within the Town including: healthy stock of urban trees, maintaining the Millennium Gardens, and tree nurseries shall be encouraged.

Hazard Lands Policies

- 3.8.10** The Town is encouraged to pursue the development of a flood hazard plan developed by a professional engineer or Saskatchewan Water Security Agency. Proposed development in the flood prone area identified on the reference map shall require further studies by a professional engineer to determine the 1:500 floodway elevation and mitigative efforts.
- 3.8.11** As per the *Subdivision Regulations 2014*, no development shall be allowed within 125 meters (410 feet) of an existing, proposed, abandoned, or reclaimed oil and gas well or facility. The minister may approve development less than, or greater than, the required setback, depending on specific circumstances.
 - a. Reference Map “Pipelines and Utility Right-of-Ways” in Appendix “A” illustrates the location of pipelines and utility right-of-way that are located within and surrounding the Town.
- 3.8.12** Development constraints related to those adjacent to active railways are addressed in Section 3.11.

Municipal and Environmental Reserve Policies

- 3.8.13** Subdivision applicants will be required to dedicate the full amount of Municipal Reserve owing in the forms provided for in *The Planning and Development Act, 2007*.
- 3.8.14** Public, Municipal, and Environmental Reserves may be used for active and passive recreation, the development of continuous pedestrian linkages or for natural drainage courses, storm and run-off water retention, or other similar use.



- 3.8.15** The Town will encourage incorporating environmentally sensitive areas and manmade surface drainage facilities such as existing drainage channels, into the park and green space system.
- 3.8.16** Subdivision applicants will be required to dedicate all lands in an area to be subdivided that can be defined as Environmental Reserve in accordance with the provisions of *The Planning and Development Act, 2007*.
- 3.8.17** Public reserve locations that support a combination of parks, green spaces, nature reserves and recreational facilities will be encouraged.
- 3.8.18** The use of municipal reserve dedication for recreational function shall be encouraged including the consolidation of reserve land into larger parks and the provision of trail linkages between parks and green space.

3.9 GROUND AND SOURCE WATER PROTECTION

Water is an important natural resource. Source water is untreated from streams, rivers, lakes, or aquifers that are used to provide drinking water for human consumption, water for agricultural uses, for industry, and for wildlife. The Town of Leader obtains its water from the South Saskatchewan River. A river intake and raw water pumping station located beside the river deliver water through a raw water pipeline to an earthen reservoir just north of the Town.⁷

When new developments are being proposed, the quality of water needs to be carefully considered. The Town has opportunities to work with various agencies and organizations to promote water resources while also ensuring that those resources are protected.

The Town is located within the South Saskatchewan Watershed area which has adopted a Watershed Protection Plan to protect water resources.

Reference Map “Water Wells and Bedrock Surface Geology” found in Appendix “B” illustrates the water wells and the bedrock surface geology of the community.

Objectives

- To ensure sound management of water resources including ground and source water.
- To ensure the protection of ground and source water in areas of new development and redevelopment.
- To protect municipal drinking water.
- To work with the Saskatchewan Water Security Agency to monitor development and ensure protection of aquifers.

⁷ Town of Leader Water Treatment Plant Study (2013)

General Policies

- 3.9.1** Development shall not deplete groundwater resources within the Town. Investigations to assess the impact of development on groundwater resources including drainage may be required to protect aquifers and their supply. Saskatchewan Water Security Agency (WSA) or other appropriate government or private sector consultants will be utilized as a source for technical advice and in determining the method of protection required in circumstances which may include:
- a. Ensuring that the development and on-going operation of activities associated with the land use will not pose a risk or cause pollution of the soil, surface water, or groundwater resources; and,
 - b. The precautionary measures which are required to be taken to sufficiently mitigate the potential risks of engendering soil, surface and groundwater quality resources.
- 3.9.2** The Town shall support the implementation and evolution of the South Saskatchewan River Watershed Protection Plan.⁸
- 3.9.3** Development should avoid any alteration to drainage, landscape, or other natural conditions and shall be required to mitigate on and off-site impacts. Detailed analysis by a qualified engineer shall include studies for water quantity and quality, septic services, shoreline erosion, and any works required to support the proposed development.
- 3.9.4** The Town shall ensure that development protects and sustains important waterbodies, waterways, wetlands, and groundwater systems in the Town and broader region employing site-specific planning programs, either alone or in cooperation with other agencies, organizations, or governments.
- 3.9.5** Proponents may be required to obtain comments, recommendations, and requirements from appropriate referral agencies or private consultants regarding water supply quality and quantity considerations, waste or manure management plans, and other issues that may be required for the purpose of ensuring public health and safety.

Aquifer Policies

- 3.9.6** Care must be taken in the storage, handling, manufacturing, and use of products on sites to avoid contamination of the underlying aquifer.
- 3.9.7** All applications for development near aquifers shall be accompanied by a report certified by a professional engineer that shall address site design, waste water management, and hazardous materials handling, storage and disposal, descriptions of physical/facility-specific structures, and plans and standards.

⁸ Information on the Upper Souris River Water Shed Protection Plan can be found at:
<https://www.wsask.ca/Water-Info/Watershed-Planning/South-Saskatchewan-River-Watershed/>

3.10 PUBLIC UTILITIES AND FACILITIES

Town utilities and facilities include a lagoon, water and sewer lines, a lift station, water treatment plant, and a landfill and eco centre located within the municipality. Electricity is provided by SaskPower and natural gas is provided by SaskEnergy. Telephone and internet service is provided by Sasktel. Community recycling services are currently contracted to private businesses. Appendix “D” includes an infrastructure capacity sheet of current public works within the community.

Community members identified the need for maintenance of infrastructure and enhancements/improvements into the future. The Town sees it as a priority to ensure adequate maintenance and improvement of public works and related infrastructure when feasible.

Reference Maps “Sewage Collection System” and “Water Distribution System” illustrate the placement of the sewer and water lines within in the community.

Objectives

- To provide for orderly development of municipal and provincial utility infrastructure in conformance with local land use policies and environmental regulations.
- To maintain appropriate service levels of all utilities in order to ensure that the potential for infill and growth is not adversely affected.
- To provide an acceptable level of recycling, solid waste, and collection and disposal that is economical and environmentally progressive.
- To partner with other levels of government to fund infrastructure renewal and expansion.
- To offer opportunities for sustainable utility provision within the community.

General Policies

- 3.10.1** The Town shall ensure proper maintenance and upkeep of public works, sewers, sidewalks, streets, maintenance yards, and other public utilities.
- 3.10.2** The Town will encourage balanced development that effectively utilized existing utility infrastructure for infill development while exploring new types of renewable systems for future land development.
- 3.10.3** For the subdivision of private land, the proponent will generally be responsible for all costs associated with providing municipal utility services negotiated through a servicing agreement.
- 3.10.4** In accordance with *The Municipalities Act*, Council will prepare a capital works plan that will be coordinated with policies from the Official Community Plan, to ensure the effective and efficient control of development and public spending.
- 3.10.5** In managing growth and change, the Town shall maintain a long-term asset management plan to ensure growth will not place an undue strain on municipal infrastructure or public service facilities.
- 3.10.6** Development and new subdivisions shall be encouraged to locate where servicing and infrastructure are in place or planned.

- 3.10.7** The Town will continue to work with satellite, internet, cellular, and cable providers to ensure internet and phone access is maintained and enhanced.
- 3.10.8** No application for subdivision approval for residential purposes shall be within 457 meters (1,500 feet) of land that is used or authorized for use as a sewage treatment plant or sewage lagoon; or within 457 meters (1,500 feet) of land that is used or authorized for use as a landfill for the disposal of garbage or refuse.
- 3.10.9** The planning, phasing, and development of water and sewer services will be based on:
- a. Financial resources for the Town of Leader;
 - b. Conformance with environmental regulations;
 - c. The demand for services and the need for upgrading;
 - d. The logical extension of existing services; and,
 - e. Growth trends.

Water and Sewer Policies

- 3.10.10** The Town will work to educate residents and visitors on water and natural resource conservation to reduce over-consumption and reduce pressure on existing water infrastructure.
- 3.10.11** The Town and potential developers will work with the Water Security Agency and other agencies to ensure landfills and sewage facilities are not located in proximity to the aquifers.
- 3.10.12** Infrastructure improvements shall be supported by Council on an annual basis, where the budget is available, to ensure upgrades to water and sewer amenities are achieved.

Waste Management and Reduction Policies

- 3.10.13** The Town will investigate opportunities for waste diversion programs, invest in additional waste-diversion infrastructure, and undertake public education to increase waste diversion, to extend the life of the landfill and promote the sustainability of the Town.
- 3.10.14** The Town shall continue participating in regional recycling initiatives and continue to investigate opportunities to reduce waste.
- 3.10.15** The Town will work with organizations, agencies, and adjacent municipalities in providing and enhancing effective waste management and environmental protection.
- 3.10.16** The Town is encouraged to develop demolition salvage policies that would reduce waste and encourage the re-use of building material.

3.11 TRANSPORTATION NETWORKS

The Town of Leader is located on the junction of Highways No. 21 and 32, a well-travelled corridor which connects to the Alberta border, the City of Swift Current, and other nearby communities including the Towns of Kindersley, Eatonia, and Maple Creek. Within the community, there are paved roads and sidewalks and informal walking paths that connect the various park spaces and community amenities.

The Canadian Pacific Railway formerly operated a rail line through the community; it is currently operated by the Great Sandhills Railway (GSR). The GSR is a Canadian short-line railway company with its head office located in Leader established in 2009. The railway serves stations in a number of communities in the area including Berstall, Mendham, Prelate, Sceptre, Lancer, Abbey, Swift Current, and others. It interlines with the Canadian Pacific Railway in Swift Current and consists of 198 kilometers of track.⁹

Community members identified the need for improved infrastructure including paved roads and improving sidewalks. The Town is committed to ensuring the road networks within the community are maintained and improved when feasible.

Reference Map “Transportation Hierarchy” found in Appendix “B” illustrates the road classification information based on the National Road Network.

Objectives

- To provide a system of local streets and roads to accommodate anticipated traffic movements within the Town and provide an effective linkage to the provincial highway system.
- To ensure that road design permits safe and convenient vehicle, pedestrian, and bicycle circulation.
- To encourage a system of multi-use accessible trails along linked green and open space.
- To ensure the Town remains an important node along the Highway No. 21 and 32 junctions to serve as a service hub for the wider community and travelling public.

Transportation Network Policies

3.11.1 Street classification of local, arterial, and collector streets should be established in order to promote orderly, safe, and efficient street systems. Control of access points and/or provision of service roads may be required in some instances.

3.11.2 The Town will continue to work with the Ministry of Highways and Infrastructure to ensure access points from Highways No. 21 and 32 remain safe for vehicles and pedestrians.



⁹ Great Sandhills Railway Ltd. <http://www.gsrail.net/history>

- 3.11.3** The Town will encourage developments that will ensure safe access and egress from adjacent roadways without disrupting their transportation function.
- 3.11.4** New subdivisions may be required to enter into a subdivision servicing agreement. In the case of the Town adopting a concept plan, any future subdivision will provide for the general placement of transportation networks identified.
- 3.11.5** Protection or mitigation for loss of existing trees and planting of new trees should be conducted in a safe and visually appealing manner along streets, roadways, and in green space associated with development.
- 3.11.6** A network of pedestrian, cycling, and other multi-modal options are encouraged in the Town. The Town shall strive to provide and maintain year-round and convenient trails for pedestrians, scooters, and cyclists.
- 3.11.7** Standards that improve the visual appearance when entering Leader may include landscaping, signage, or screening and shall apply to lands near these entryways.

Railway Policies

- 3.11.8** The Town, through this Plan, shall provide for efficient and effective land use and transportation planning. This includes consultation with neighbouring property owners and railways in order to reduce the potential for future land use conflicts and provide adequate protection for rail infrastructure. The primary situations include:
 - a. New land development or redevelopment in proximity to existing rail operations;
 - b. New or significantly expanded rail facilities to existing residential uses; and,
 - c. Road and rail crossing issues.
- 3.11.9** The Town, together with the railways, shall strive to improve information-sharing regarding existing and future planning efforts through early consultations in advance of proposed land use or transportation changes, projects, or works.
- 3.11.10** The Zoning Bylaw shall specify building setbacks utilized from the *Guidelines for New Development in Proximity to Railway Operations*¹⁰ for new developments located along an active rail line.
- 3.11.11** The development of schools, commercial uses, parks, or plazas are encouraged to locate away from active railway facilities unless there is the provision for adequate pedestrian crossings.
- 3.11.12** Noise and vibration levels near roadways and rail lines shall be a factor in the evaluation of proposals throughout the development review process. Noise and vibration assessments may be required for new development within 300 meters (984 feet) from the rail line in order to prescribe mitigation measures and to determine the viability of foundational structures.
- 3.11.13** All costs associated with preparing the noise and vibration assessment and implementing the approved mitigation measures shall be borne by the affected developers.

¹⁰ Information on building setbacks from railways can be found in Section 3.3, pg. 27 of the following document "Guidelines for New Development in Proximity to Railway Operations"
http://www.proximityissues.ca/asset/image/reference/guidelines/2013_05_29_Guidelines_NewDevelopment_E.pdf

3.12 INTER-MUNICIPAL AND GOVERNMENTAL COOPERATION

The Town of Leader sees the importance of strong neighbourly relations with adjacent municipalities and organizations. A number of opportunities exist for shared services and utility provisions to local and regional members. Community members indicated the importance of inter-municipal cooperation. There are opportunities to explore regional tourism initiatives with the proximity of the South Saskatchewan River and the Great Sandhills, as identified by community members.

Objectives

- To recognize the importance of capacity building and involvement of all rural and urban communities in the wider area surrounding the Town of Leader.
- To collaborate with the neighbouring municipalities, First Nations, and other communities on land use matters and development proposals located along the municipal borders in order to minimize potential land use conflicts.
- To ensure land uses are consistent and compatible along the boundaries of municipalities.

General Policies

- 3.12.1** The Town shall continue to work in partnership with other jurisdictions, municipalities, and other agencies as a means of providing, sharing, and funding community services effectively and efficiently.
- 3.12.2** Inter-municipal initiatives that focus on a cooperative approach to future land use planning and development that optimize use of the municipalities financial and infrastructure resources shall be encouraged (i.e. projects such as regional waste facility, recycling programs, sewage program).
- 3.12.3** The Town shall continue to partner with other jurisdictions when discussing health services, fire department, and regional police committees to assist the region in advocating its position.
- 3.12.4** The Town shall encourage inter-municipal agreements with neighbouring municipalities as a means of advocating for the needs of Leader together with the region.
- 3.12.5** The Town shall pursue inter-municipal agreements to ensure that local and regional growth issues are addressed proactively. A coordinated, integrated, and comprehensive approach is encouraged when dealing with inter-municipal planning matters including:
- a. Managing and/or promoting growth and development;
 - b. Managing natural heritage, water, agricultural, mineral, tourism, cultural, heritage and archaeological resources;
 - c. Infrastructure, public service facilities, energy generation, and waste management systems;
 - d. Ecosystem, shoreline and watershed related issues;
 - e. Natural and human-made hazards; and,
 - f. Population, housing, and employment projections, based on regional market areas.
- 3.12.6** Revenue and other joint funding opportunities shall be explored when any regional business or development is being considered. All tax-sharing arrangements will be negotiated on fair and equitable basis with respect to: recovery of capital investment; land use development standards; and, negotiating compatible servicing agreements.

Urban and Rural Fringe Policies

- 3.12.7** The Town will consult with the adjacent RM on the use of land in future development priority areas identified by the Town. An agreement between the Town and RM to manage development within these identified growth corridors may be explored, in order to prevent the need for early annexation by the Town.
- 3.12.8** Referrals from the RM respecting development proposals on surrounding rural municipal lands will be evaluated based on the following guidelines:
- a. The potential for land use conflict and compatibility with adjacent municipal development or planned development;
 - b. The impact on future land use; and,
 - c. The effect on municipal services and inter-municipal agreements for services to the rural area.
- 3.12.9** The Town may take initiative to alter its boundaries to ensure that it is able to retain a five (5)-year supply of land or for the purposes of accommodating specific development proposals where Town services are required.

SECTION 4: ADMINISTRATIVE TOOLS

4.1 ACTION PLANNING

Successful implementation of this Plan depends to a large degree on whether its policies can guide local development and action in a variety of contexts over the next twenty-five plus (25+) years. To achieve the goals set out in this Official Community Plan, a clear plan of action or implementation strategy is required.

An Action Plan template for Leader has been included in Appendix “E” to provide a foundational checklist of the key action items that will need to be completed to help the Town achieve its goals outlined in the Plan. Each action item must relate to policy statements included in the Plan. These items should be reviewed regularly to monitor progress and to determine if changes are required.

4.1.1 The Plan Guides Action

As a statutory document for guiding development and land use in the Town, the Plan gives direction to Council on their day-to-day decision-making. The Plan’s land use policy areas illustrated in the Future Land Use Map in Appendix “A” provide geographic reference for the Municipality’s policies. If the Town is to move closer to the future envisioned by the Plan, the Plan must guide other related decisions of Council. *The Planning and Development Act, 2007* requires that:

- ✓ Municipal bylaws and public works will conform to this Plan;
- ✓ The decisions and actions of Council and Municipal Administration, including public investment in services, service delivery, and infrastructure, will be guided by this Plan; and,
- ✓ Implementation plans, strategies, and guidelines, consistent with this Plan will be adopted, identifying priorities, detailed strategies, guidelines and actions, to advance the vision, goals, and objectives of this Plan.

4.1.2 The Future is a Shared Responsibility

Communities are successful when all sectors cooperate with their time, effort, and resources to enhance the quality of life in the region. The Town can lead by example with engaged and informed residents to successfully guide the future, measured by the accomplishments made in environmental stewardship, economic development, community service provision, population growth, social planning, and the overall lifestyle in the Town.

4.2 IMPLEMENTATION AND MONITORING

4.2.1 Planning Tools

This section outlines the variety of traditional tools the Municipality has available to make things happen. *The Planning and Development Act, 2007* provides the authority that governs plans of subdivision, zoning bylaws, servicing agreement, development levies, and review process to ensure that the Plan is effective over the long term.

4.2.2 Definitions

The definitions contained in the Town of Leader Zoning Bylaw shall apply to this Official Community Plan and are not contradictory to this Plan. Any amendments to either Zoning Bylaw must be made to ensure they do not conflict with the Official Community Plan.

4.2.3 Adoption of the Official Community Plan

Adoption of this Official Community Plan by the Town will give it the force of law. Once adopted, no development or land use change may be carried out within the area affected by the Official Community Plan that is inconsistent or at variance with the proposals or policies set out in the Official Community Plan.

By setting out goals, objectives, and policies, the Official Community Plan will provide guidance for the Town in making decisions regarding land use, zoning, servicing extension, subdivisions, and development in general. These decisions must be made in conformity with the stated objectives and policies to ensure that the goals for the future development of the Municipality will be achieved.

The application of the Official Community Plan policies is illustrated in the Future Land Use Map contained in "Appendix A." This Map is intended to illustrate the locations of the major land use designations within the Town of Leader. This Map should not be interpreted in isolation without consideration of the balance of the Official Community Plan.

The Official Community Plan will be implemented, in part; by the development-related decisions that will be made in the future; however, the two most important tools available for guiding the future development of the Municipality are the Zoning Bylaw and the subdivision process, including associated agreements.

4.2.4 Adoption of the Municipal Zoning Bylaw

Following the adoption of the Official Community Plan, the Town of Leader is required to enact a Zoning Bylaw which will set out specific regulations for land use and development:

- ✓ The Zoning Bylaw must generally conform to the Official Community Plan and Future Land Use Map and development shall be consistent with the goals and objectives of this Plan;
- ✓ Future development will avoid land use conflict and meet minimum standards to maintain the amenity of the Municipality;
- ✓ Zoning Bylaws designate areas for certain types of development. Permitted and discretionary uses and development standards prescribed for each Zoning District;
- ✓ Development will be consistent with the physical opportunities of the land and of reasonable engineering solutions;
- ✓ Undue demand shall not be placed on the Municipality for services, such as roads, parking, water, sewers, waste disposal, and open space; and,
- ✓ The objectives and policies in the Official Community Plan provide guidance to Council when preparing the Zoning Bylaw or considering an amendment to the Zoning Bylaw.

The Zoning Bylaw will be used to implement the policies and achieve the objectives of this Plan by prescribing the uses of land, buildings, or other improvements that will be allowed in the different Zoning Districts established in the Municipality. In addition, the Zoning Bylaw regulates how these uses may be carried out and the standards that developments must meet.

The Zoning Bylaw provides the Town with actual control over land use and the types of development and uses allowed in each Zoning District. The associated supplementary requirements and development standards will be specified in the Zoning Bylaw respecting building setbacks, parking, loading, landscaping, signage, buffering, and all other relevant standards prescribed by the Town.

To ensure that these regulations work to help achieve the stated goals and objectives, the Bylaw itself must be consistent with the policies and the intent of this Plan. In considering a Zoning Bylaw or an amendment, the Municipality should refer to the policies contained in the Plan and the Future Land Use Map (Appendix "A"), to ensure that the development objectives of the Municipality are met.

4.2.5 Contract Zoning (Rezoning Agreement)

For purposes of accommodating a rezoning for unique development situations, Council may consider entering into rezoning agreements (also known as contract zoning), pursuant to provisions of *The Planning and Development Act, 2007*. The person applying for a rezoning agreement to permit the carrying out of a specified proposal, the Council may enter into an agreement with the person setting out:

- a. A description of the proposal;
- b. Reasonable terms and conditions with respect to:
 - i. The uses of the land and buildings or the forms of development; and,
 - ii. The site layout and external design, including parking areas, landscaping and entry and exit ways, but not including the colour, texture or type of materials and architectural detail.
- c. Time limits within which any part of the described proposal or terms and conditions imposed pursuant to clause (b) must be carried out; and,
- d. A condition that, on the rezoning of the land, none of the land or buildings shall be developed or used except in accordance with the proposal, terms and conditions, and time limits prescribed in the agreement.

Section 69 of *The Planning and Development Act, 2007* contains the provisions for entering into a rezoning agreement. The following are additional guidelines:

- ✓ The rezoning to permit the development will not unduly conflict with adjacent land uses that are legally permitted uses within the proposed or adjacent zoning district;
- ✓ The rezoning will be used to allow a specific use or range of uses contained within the zoning district to which the land is being rezoned;
- ✓ The development or redevelopment of the site for the specific use will be of benefit to the immediate area and the Municipality as a whole; and,
- ✓ The use of these zoning tools does not undermine the intent of the Plan or any affected legislation such as *The Condominium Act* or Environment or Health regulations.

4.2.6 Concept Plans

Concept plans are policy plans adopted as part of the Official Community Plan. They represent design layout concepts prepared by the Municipality or a developer to provide direction for how new developments:

- ✓ Ensure the efficient provision of infrastructure services;
- ✓ Demonstrate how site development will be organized to ensure compatibility with adjoining land uses and transportation systems; and,
- ✓ Provide design features for special purposes such as landscaping, buffers, open space, pedestrian, and vehicular access.

4.2.7 Comprehensive Development Reviews

A Comprehensive Development Review shall be completed by any person proposing to rezone land for multi-parcel (greater than 4 parcels) residential, commercial, or industrial purposes. The purpose of this comprehensive review is to identify and address social, environmental, health, and economic issues appropriately and to encourage the development of high quality residential, commercial, and industrial developments.

This review proposes to address the following topics:

- ✓ Proposed land use(s) for various parts of the area;
- ✓ The effect on adjacent land uses and integration of the natural landscape regarding the planning and design of the area;
- ✓ The location of, and access to, major transportation routes and utility corridors;
- ✓ The provision of services respecting the planning for future infrastructure within the Municipality;
- ✓ Sustainable development and environmental management practices regarding surface and groundwater resources, storm water management, flooding, and protection of significant natural areas;
- ✓ Appropriate information specific to the particular land use (residential, commercial or industrial); and,
- ✓ Proponents may be required to undertake and submit special studies as part of the approval process for certain types of development proposals. Engineering or other professional studies may be required including traffic studies to determine impacts upon the Municipality's road and highway system, assessments of lands affected by flooding or slope hazards, endangered species, heritage resources, potential for ground and surface water pollution, and general risk to health and the environment.

4.2.8 Development Levies and Agreements

Council may provide for a Development Levy Bylaw as specified in Sections 169 to 170 of *The Planning and Development Act, 2007*. Where a development is proposed that is of a greater density and requires the capital upgrading of services beyond those originally provided for in the subdivision of the land, Council may by Bylaw, provide for the recovery of those capital costs.

Council may adopt a Bylaw that specifies the circumstances when these direct or indirect levies will apply to the development based on the additional capital costs for services created by that development. The Bylaw will contain a schedule of the unit costs to be applied. Before adopting the Bylaw, Council will undertake studies necessary to define the benefiting areas and the unit costs associated with required capital upgrading of off-site services. The studies will be used to determine a fair level of development levy charges in relation to the subdivision fees.

4.2.9 Subdivision Process

The Director of Community Planning for the Ministry of Government Relations is currently the approving authority for subdivisions in the Town of Leader. The Municipality has input into the subdivision procedure by:

- ✓ Providing comments on all subdivision applications within the Municipality; and,
- ✓ Impacting on the subdivision process through the Zoning Bylaw, since no subdivision can be approved that does not conform to the Zoning Bylaw. In the Zoning Bylaw, the Municipality can establish the minimum area, width, or depth of lots, and other spatial and land use standards. Zoning is intended to implement the Town's development policies, and to ensure that subdivisions contribute to achieve the long term goals of the Municipality.

In order for the subdivision to be completed in a timely manner, it is advisable to consult with the planning staff of the Municipality before submitting a subdivision proposal to Government Relations.

4.2.10 Monitoring Performance

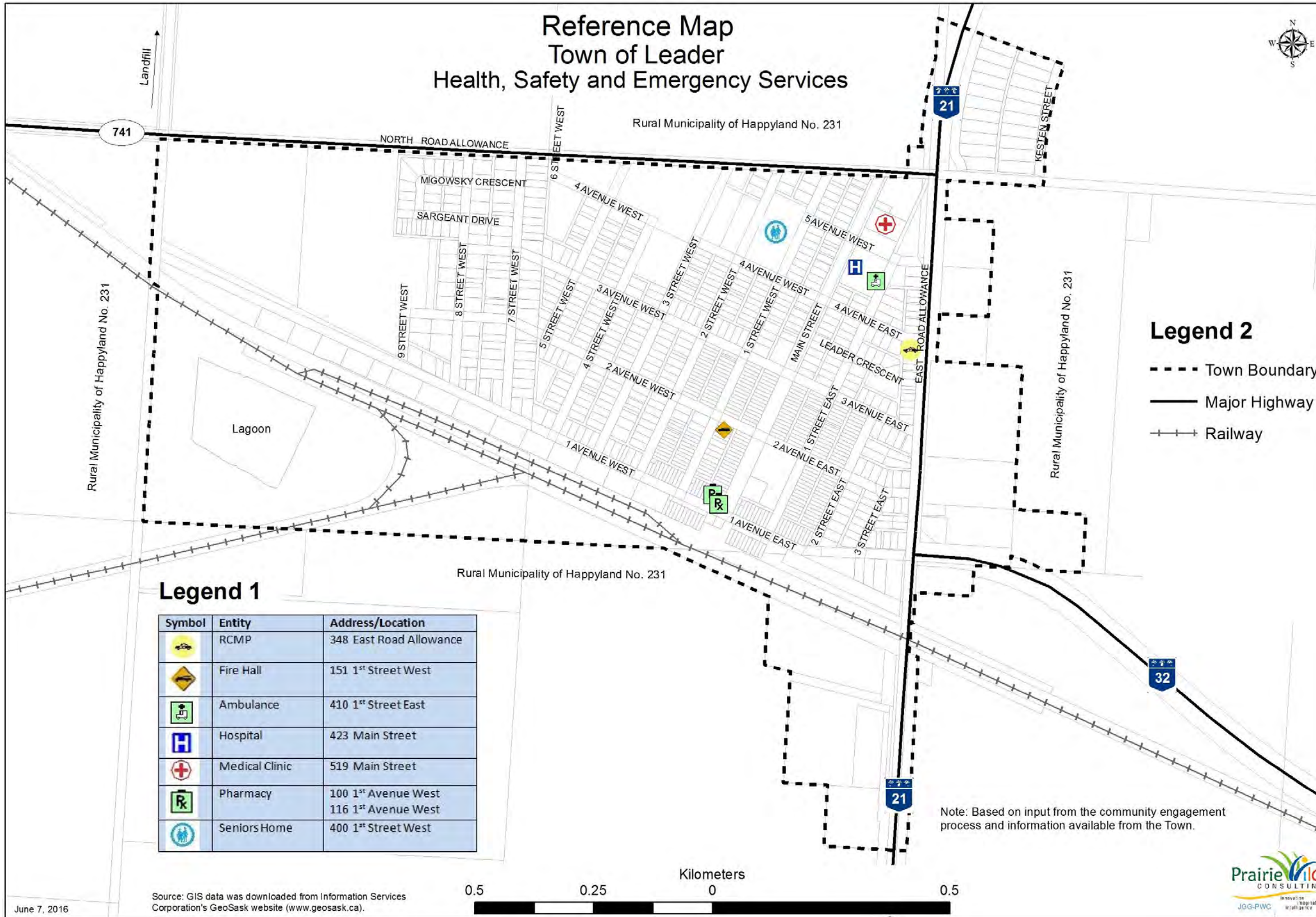
The Official Community Plan is a document intended to guide decision making over the long term and is not a static document that commits the Town to an inflexible development policy. As new issues and concerns arise, or old ones change, the Plan shall be revised to meet these changes. The Plan shall be reviewed after five (5) years and before ten (10) years from the date of its adoption by Council to evaluate the stated goals, objectives, and policies as to their relevancies.

The Official Community Plan must be kept up-to-date to ensure that the document will deal with the real development issues facing the Town and the greater community. New implementation initiatives will be needed and priorities will require adjustment in response to the varied and changing conditions in the Municipality.

4.2.11 Amendment

Land uses or developments may be proposed that do not conform to the Official Community Plan. The Plan can be amended in accordance with *The Planning and Development Act, 2007*, to allow the new development to proceed. Before any amendment is made, the impact of the proposed change on the rest of the Plan and the future development of the Town shall be examined. Any changes to the Plan or the Zoning Bylaw shall be in the interest of the future development of the community. Through periodical review and amendment the Plan should serve as an effective guide for Council to make decisions on the future development of the Municipality.

Reference Map Town of Leader Health, Safety and Emergency Services



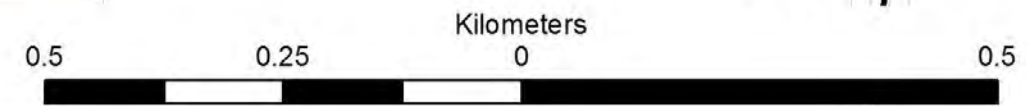
Legend 2

- - - Town Boundary
- Major Highway
- + + + Railway

Legend 1

Symbol	Entity	Address/Location
	RCMP	348 East Road Allowance
	Fire Hall	151 1 st Street West
	Ambulance	410 1 st Street East
	Hospital	423 Main Street
	Medical Clinic	519 Main Street
	Pharmacy	100 1 st Avenue West 116 1 st Avenue West
	Seniors Home	400 1 st Street West

Note: Based on input from the community engagement process and information available from the Town.

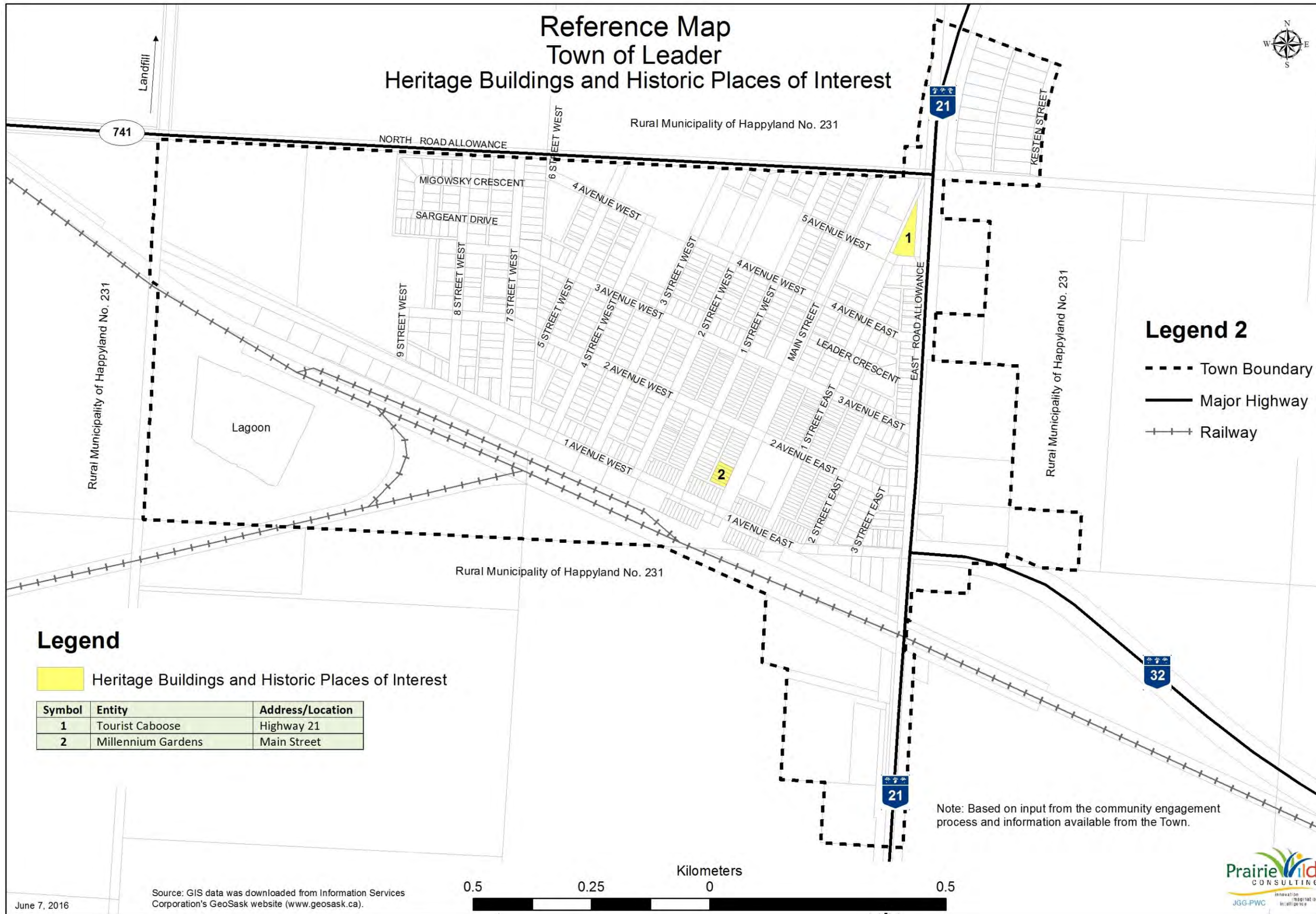


Source: GIS data was downloaded from Information Services Corporation's GeoSask website (www.geosask.ca).

June 7, 2016



Reference Map Town of Leader Heritage Buildings and Historic Places of Interest



Rural Municipality of Happyland No. 231

Rural Municipality of Happyland No. 231

Rural Municipality of Happyland No. 231

Rural Municipality of Happyland No. 231

Landfill

741

21

32

21

Legend 2

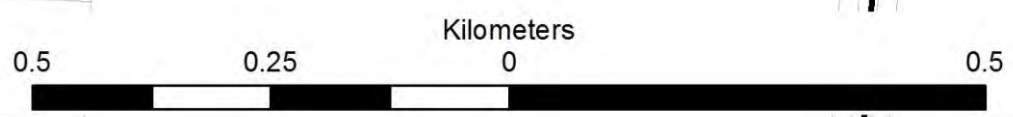
- Town Boundary
- Major Highway
- +— Railway

Legend

Heritage Buildings and Historic Places of Interest

Symbol	Entity	Address/Location
1	Tourist Caboose	Highway 21
2	Millennium Gardens	Main Street

Note: Based on input from the community engagement process and information available from the Town.

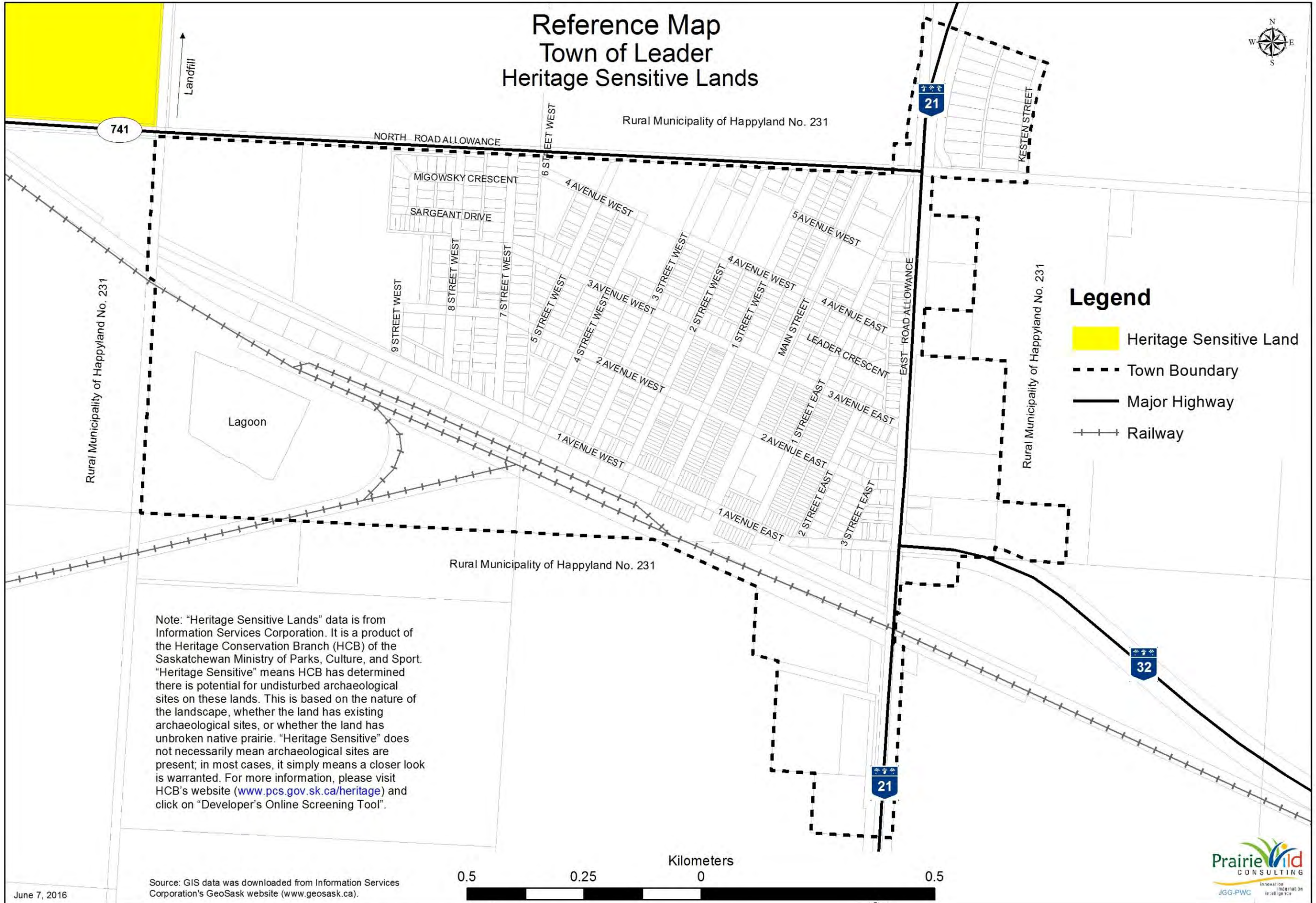


June 7, 2016

Source: GIS data was downloaded from Information Services Corporation's GeoSask website (www.geosask.ca).



Reference Map Town of Leader Heritage Sensitive Lands

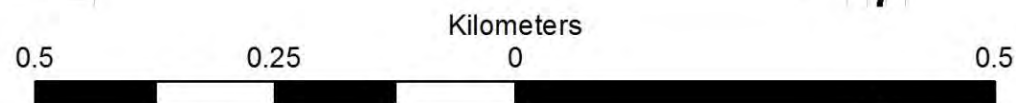


Legend

- Heritage Sensitive Land
- Town Boundary
- Major Highway
- Railway

Note: "Heritage Sensitive Lands" data is from Information Services Corporation. It is a product of the Heritage Conservation Branch (HCB) of the Saskatchewan Ministry of Parks, Culture, and Sport. "Heritage Sensitive" means HCB has determined there is potential for undisturbed archaeological sites on these lands. This is based on the nature of the landscape, whether the land has existing archaeological sites, or whether the land has unbroken native prairie. "Heritage Sensitive" does not necessarily mean archaeological sites are present; in most cases, it simply means a closer look is warranted. For more information, please visit HCB's website (www.pcs.gov.sk.ca/heritage) and click on "Developer's Online Screening Tool".

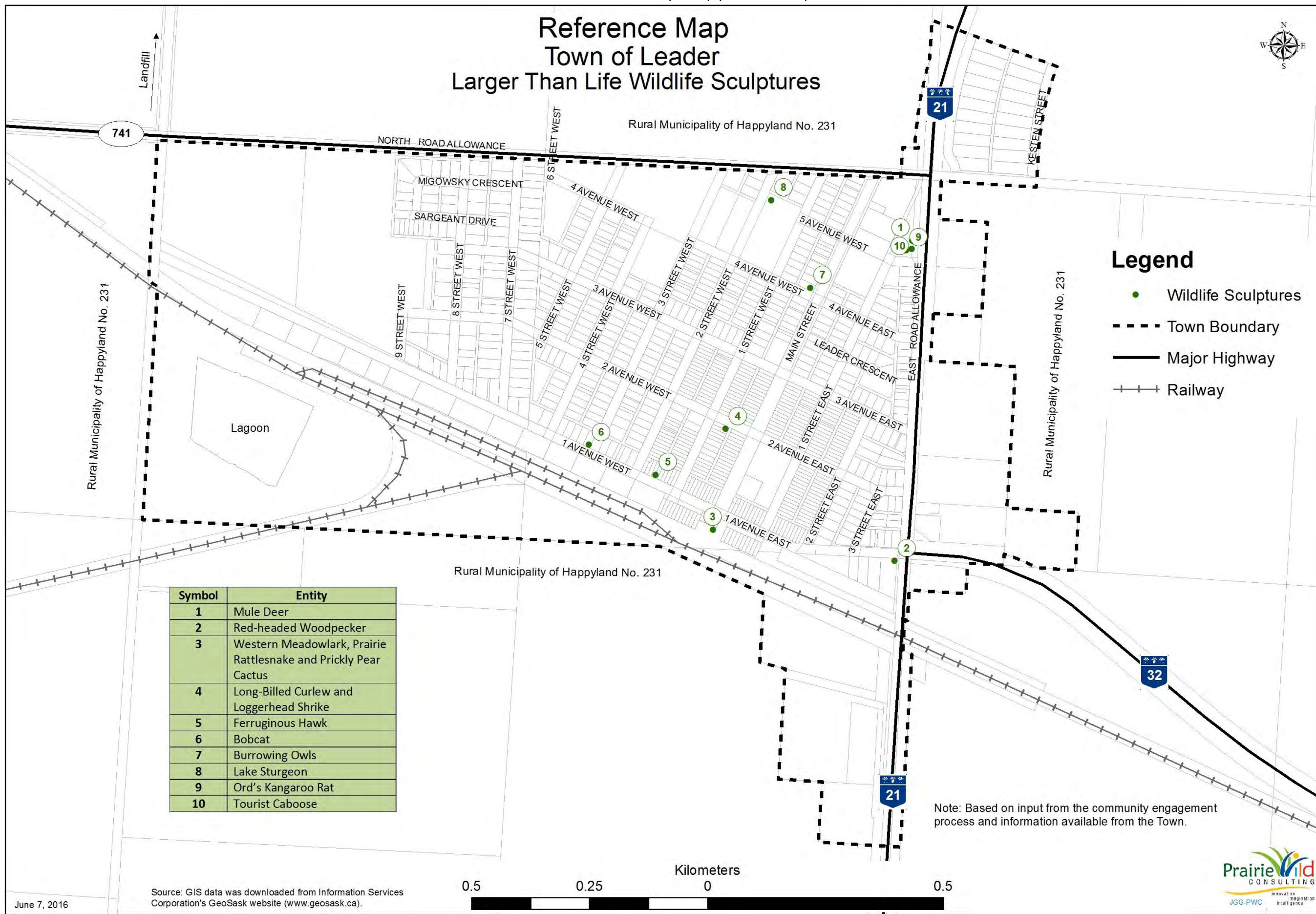
Source: GIS data was downloaded from Information Services Corporation's GeoSask website (www.geosask.ca).



June 7, 2016



Reference Map Town of Leader Larger Than Life Wildlife Sculptures

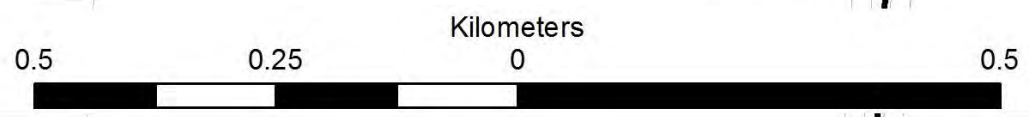


Legend

- Wildlife Sculptures
- - - - Town Boundary
- Major Highway
- + + + Railway

Symbol	Entity
1	Mule Deer
2	Red-headed Woodpecker
3	Western Meadowlark, Prairie Rattlesnake and Prickly Pear Cactus
4	Long-Billed Curlew and Loggerhead Shrike
5	Ferruginous Hawk
6	Bobcat
7	Burrowing Owls
8	Lake Sturgeon
9	Ord's Kangaroo Rat
10	Tourist Caboose

Note: Based on input from the community engagement process and information available from the Town.

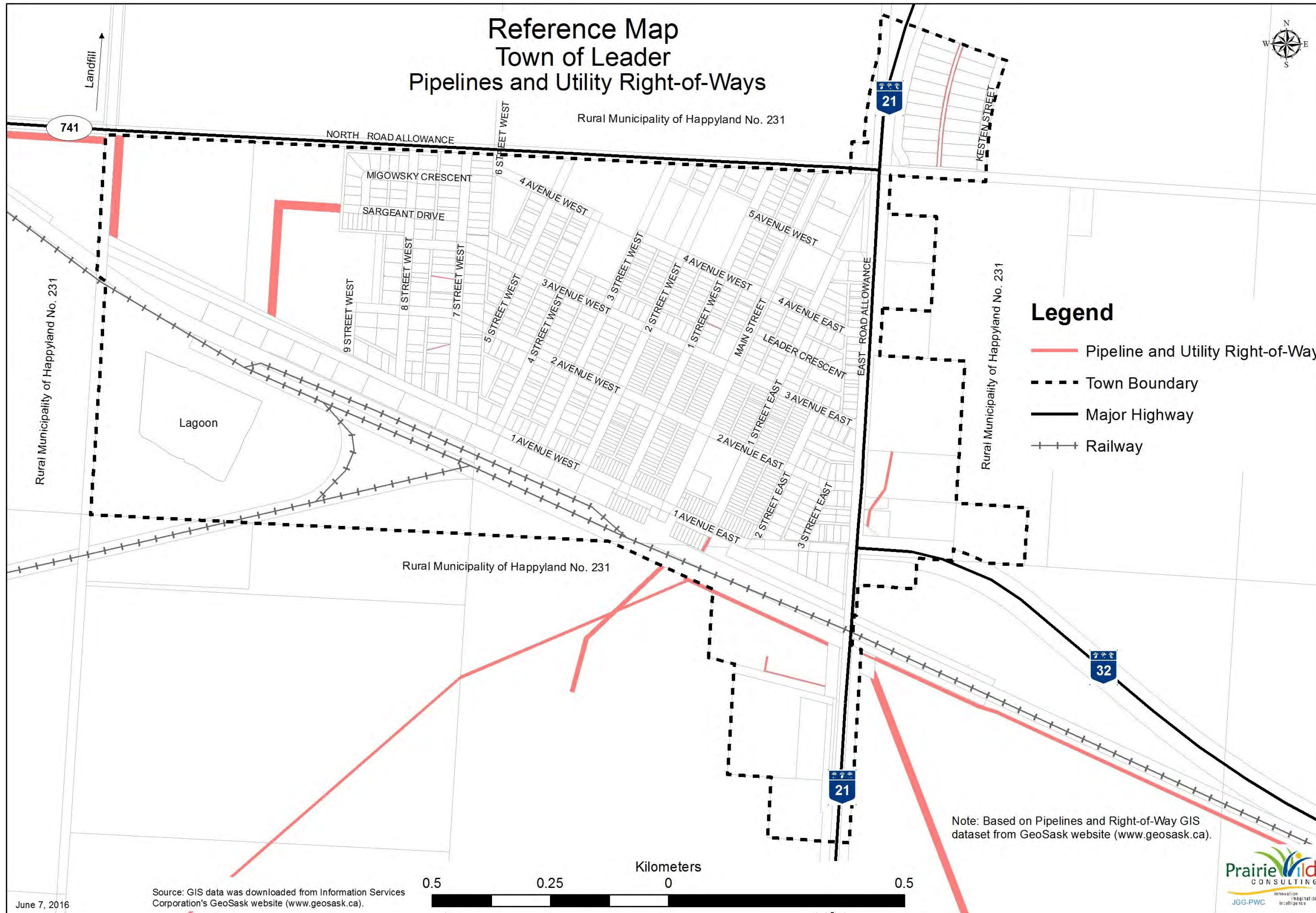


Source: GIS data was downloaded from Information Services Corporation's GeoSask website (www.geosask.ca).
June 7, 2016

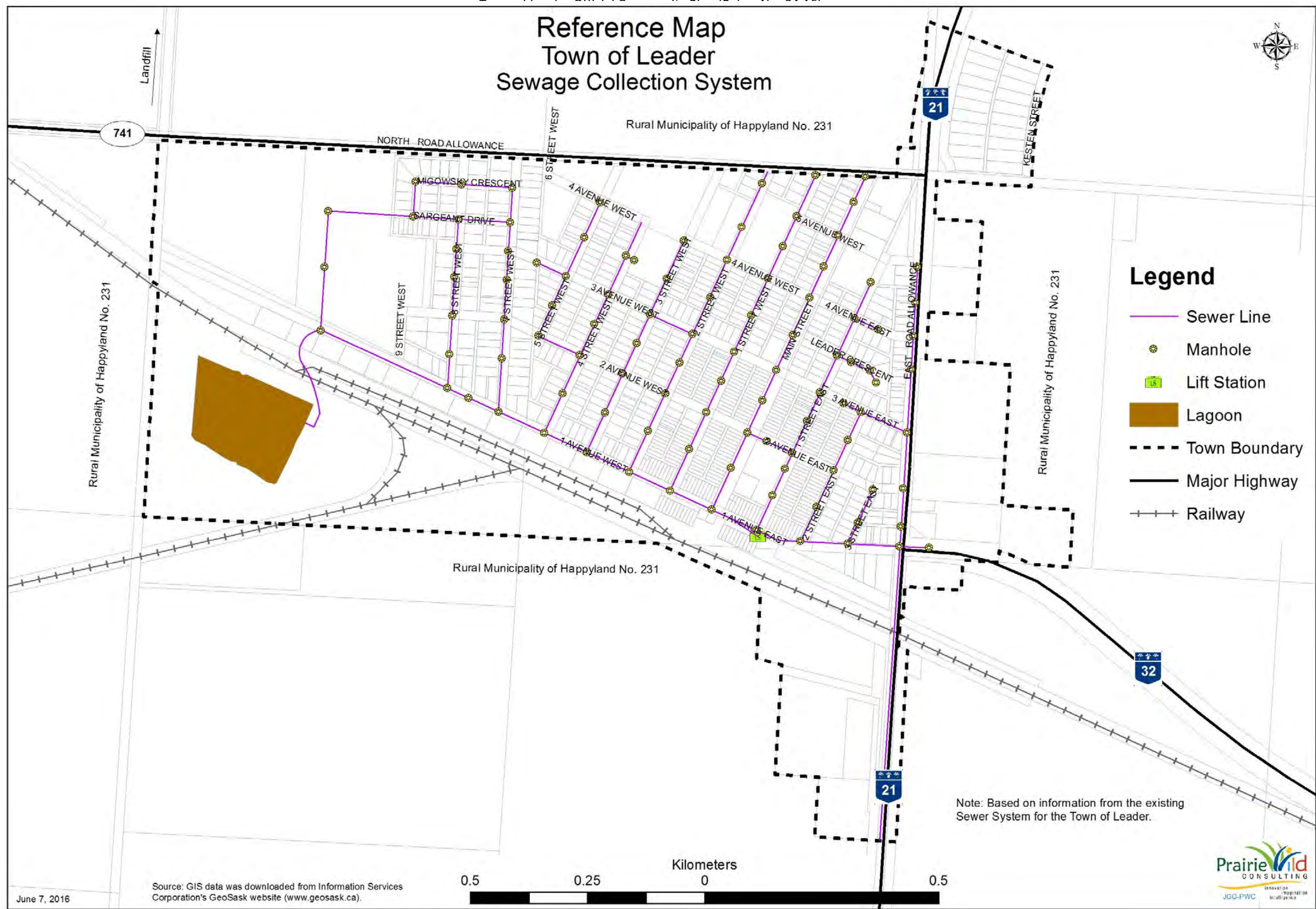


Reference Map Town of Leader Pipelines and Utility Right-of-Ways

Rural Municipality of Happyland No. 231

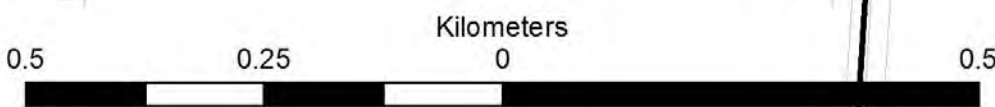


Reference Map Town of Leader Sewage Collection System



- ### Legend
- Sewer Line
 - Manhole
 - Lift Station
 - Lagoon
 - - - Town Boundary
 - Major Highway
 - +— Railway

Note: Based on information from the existing Sewer System for the Town of Leader.

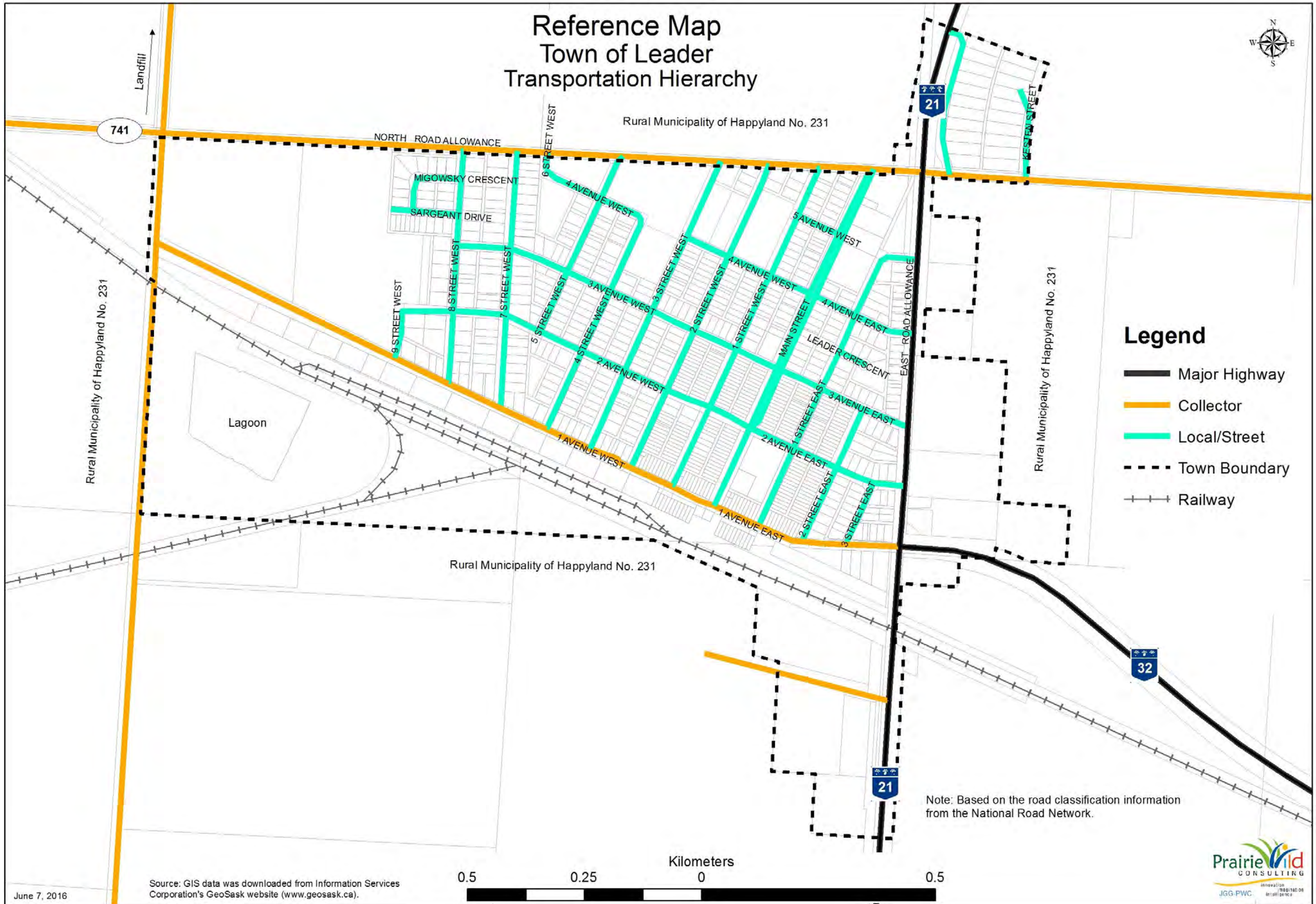


Source: GIS data was downloaded from Information Services Corporation's GeoSask website (www.geosask.ca).

June 7, 2016



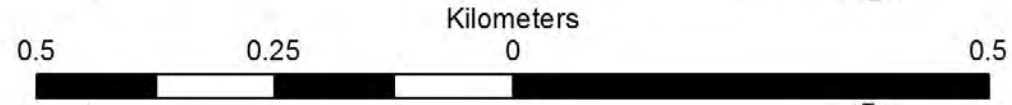
Reference Map Town of Leader Transportation Hierarchy



Legend

-  Major Highway
-  Collector
-  Local/Street
-  Town Boundary
-  Railway

Note: Based on the road classification information from the National Road Network.

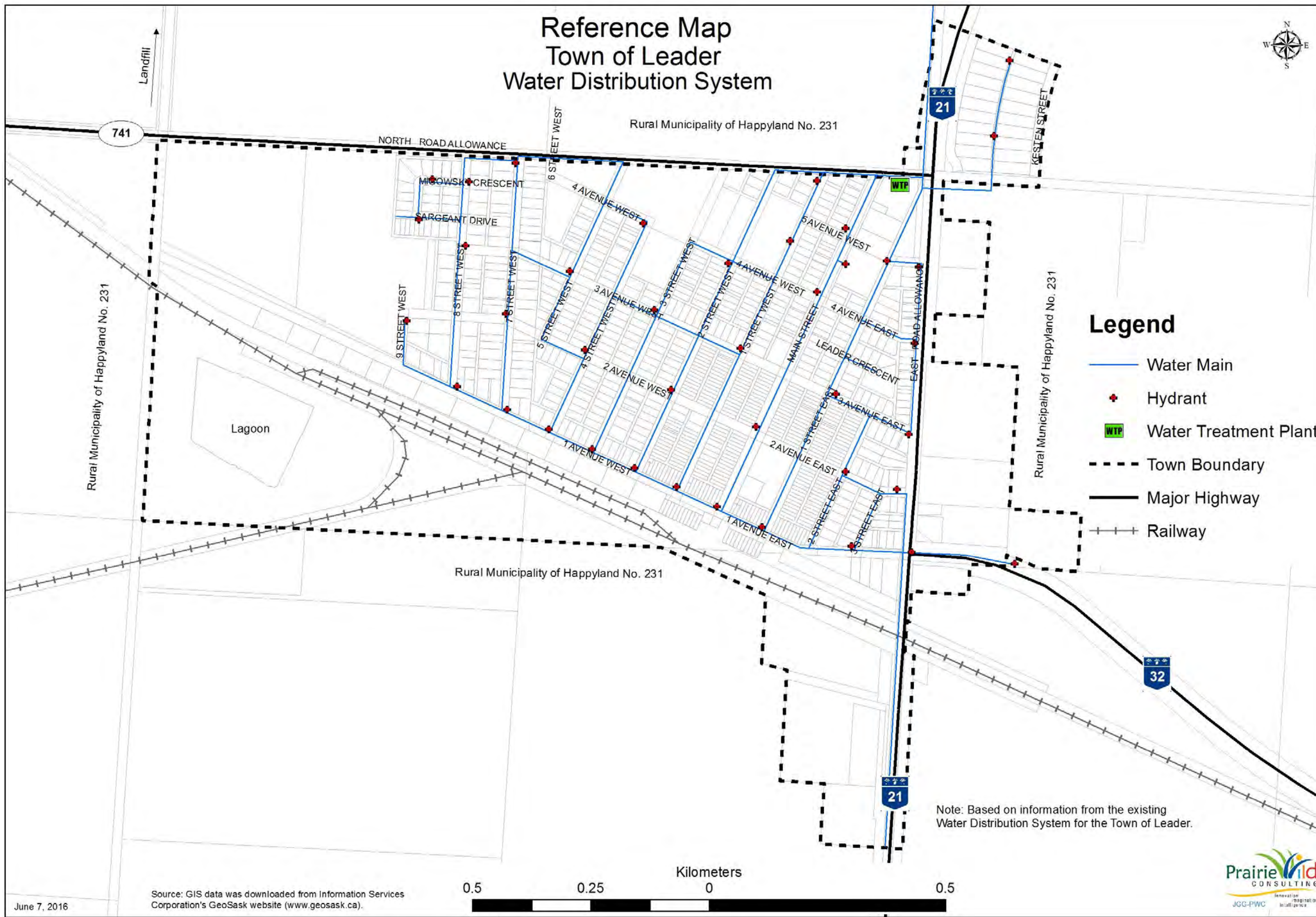


Source: GIS data was downloaded from Information Services Corporation's GeoSask website (www.geosask.ca).

June 7, 2016

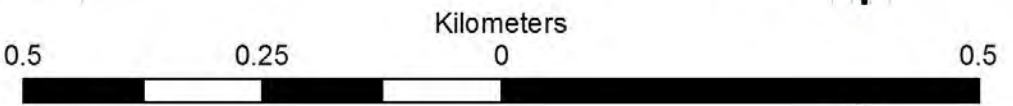


Reference Map Town of Leader Water Distribution System



- ### Legend
- Water Main
 - + Hydrant
 - WTP Water Treatment Plant
 - - - Town Boundary
 - Major Highway
 - + - Railway

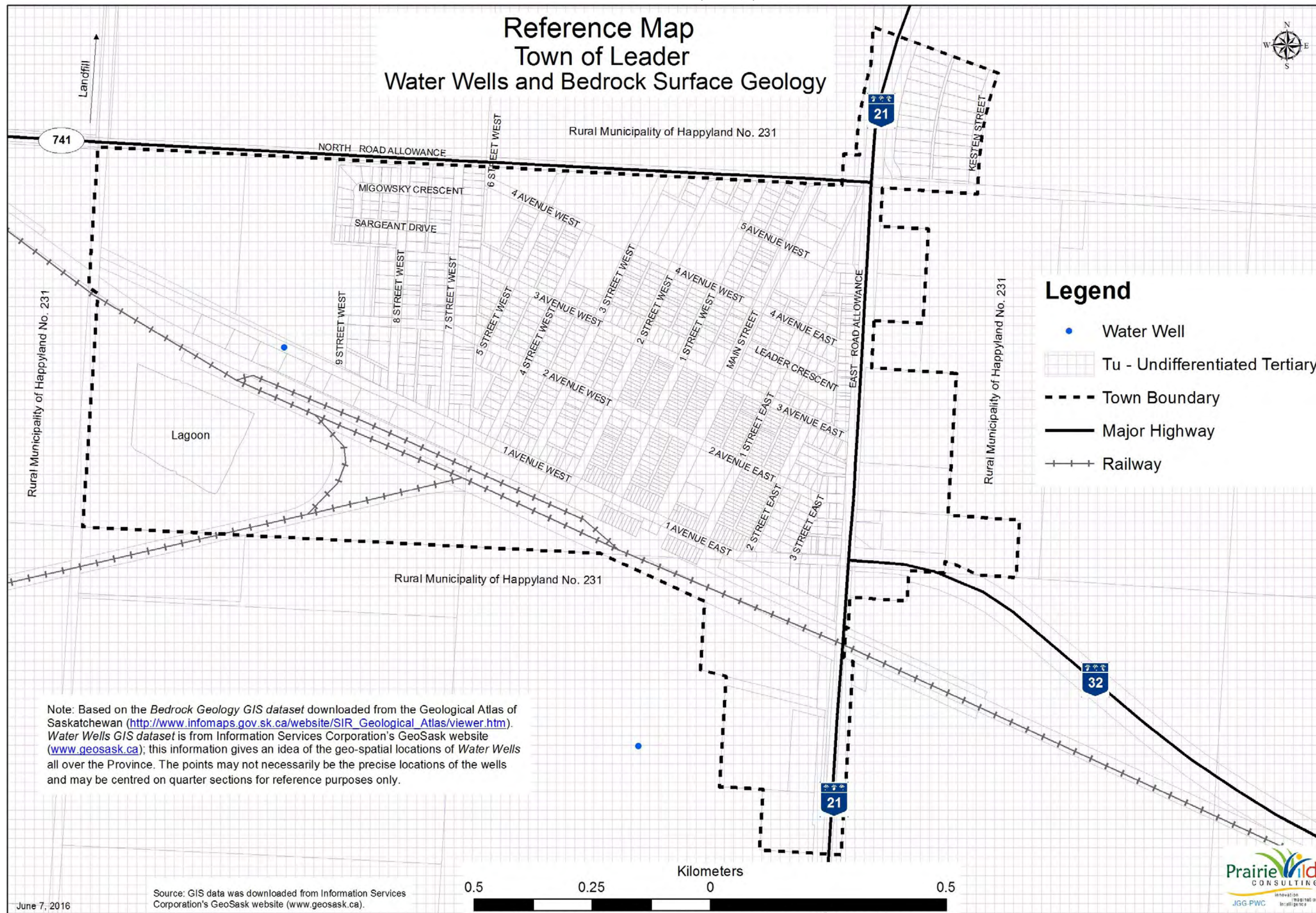
Note: Based on information from the existing Water Distribution System for the Town of Leader.



Source: GIS data was downloaded from Information Services Corporation's GeoSask website (www.geosask.ca).
June 7, 2016



Reference Map Town of Leader Water Wells and Bedrock Surface Geology



APPENDIX “C” – COMMUNITY PROFILE

What is a Community Profile?

Understanding a community as a whole is very important to the planning process which can be achieved in part with a tool called a *community profile*. A community profile is a snap shot of the current state of a community that looks at the “lay of the land” and gives background information. This analysis provides information like that found in from the Town itself, Statistics Canada and health region data.

The Town of Leader’s Community Profile will analyze the social, economic and community characteristics. This information can be utilized separately or in conjunction with the *Official Community Plan* and *Zoning Bylaw*.

Introduction to the Town of Leader

Located in the southwest corner of Saskatchewan, the Town of Leader is a thriving and robust small town with a unique charm that resembles the natural and surrounding beauty. The community is situated at the intersection of Provincial Highways #32 and #21. This area is known for its diverse ecology, including agriculture as one of the major industries throughout the region and the sandhills located southeast of Leader.

On average the town gets 2,350 hours of sunshine and 32 inches of snow and 10 inches of rain per year. This 4 season community like others in Saskatchewan can have an average of -19°C in the winter and +26°C in the summer (Town of Leader, 2015).



Picture 1 Statistics Canada, Town of Leader, 2011

Location

Leader is located in close proximity to other communities such as: Kindersley 86 kilometers (km) northeast, and Swift Current 152 km southeast. Other communities in close proximity include Prelate which is 13 km east, Fox Valley south 52 km, Estuary west 25 km and Mendham southwest 22 kilometres. Other similar size communities that act as hubs include Eatonia which is 43 km north-northeast and Laporte north 49 km. Leader is also very close to the Alberta border which is 58 kilometers due west (Google Maps, 2015).

The Town of Leader is located in Treaty 4 territory with closest First Nation Reserve, Nekaneet First Nation being over 150 km south (AANDC, 2010). Leader is also located in the Western Region III in the Métis Nation of Saskatchewan (MNS, 2013).

History and Establishment

Settlers saw the potential for the region's ecological diversity and rich lands. In 1907, German settlers from southern Russia began arriving and building a home. Originally known as Happyland, the Town would later be known as Prussia, and finally Leader (Encyclopedia of Saskatchewan, 2006).

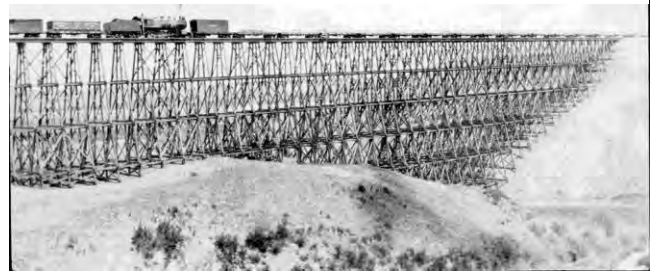
The original Post Office was built in 1907 on the farm of John Weise and was called Happyland. In 1912, the name was changed to the Prussia Post Office (Leader Pages of the Past). The community was comprised of German settlers and until the 1930's, one of the qualifications to work in the RM of Happyland was the ability to speak German (Encyclopedia of Saskatchewan, 2006). A new name for the small settlement was then needed and on December 1, 1912 Prussia was formed (prairie-towns.com, 2015).

In 1913, the Town would be incorporated as Prussia. Also in that year the Canadian Pacific Railway (CPR) was built along the Empress Line through the Town. This rail line would move much needed supplies from Swift Current to Alberta (Encyclopedia of Saskatchewan, 2006).

Fearing the stigma of Germans during the First World War, locals deemed the name of the Town was inappropriate, so in 1917 the name changed to Leader. The street names were also changed during this time, because they were in the German language, to numbers (Encyclopedia of Saskatchewan, 2006).



Picture 2 Prussia, Saskatchewan



Picture 3 Leader Rail, 1914



Picture 4 Leader, Saskatchewan, 1919

Community Characteristics

The follow sections outlines information gathered from the 2011 Census.

The Town of Leader is 1.71 square kilometers and has a population of 821. There are a total of 425 homes in Leader. The average total household income is \$58,469, while the average income per person is \$34,240, provincial averages are \$77,317 and \$40,798 respectively (Statistics Canada, 2011).

Low income earners between the ages of 18-64 are only 6% of the population, and seniors, aged 65+, are 8% of the low income bracket (Statistics Canada, 2011).

Today the community speaks English as their main language, German second, as per the first settlers in the area. This is also reflected in the current ethnic origins as self-declared by residents.

Population

The population has decreased 6.8% since 2006 and 17.81% since 1991 (Statistics Canada, 2011). Although the population has dropped in the last twenty years, the community is still and vibrant with visitors and tourists in the area. The median age of Leader is 49.2 compared to Saskatchewan with 38.2. As indicated below the median age below bulges at the 50-54 ages mark, this confirms that an older population resides in the Town.

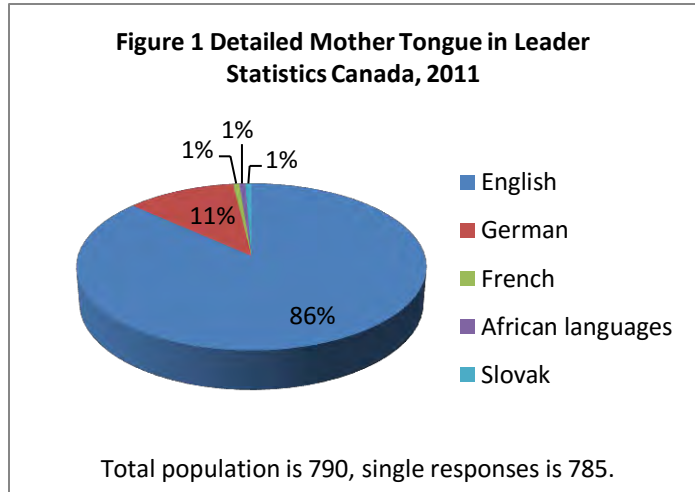
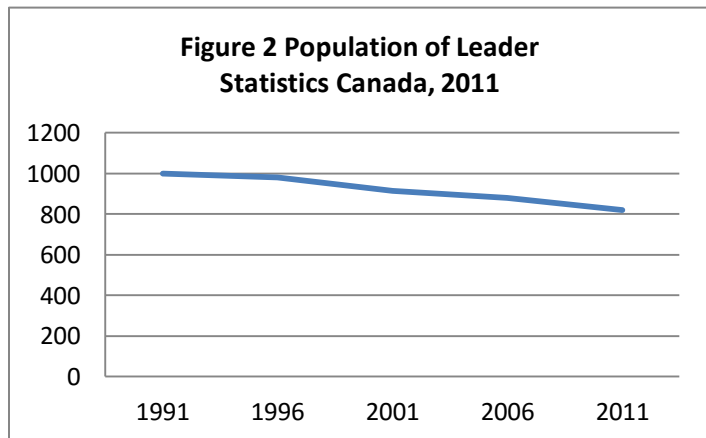
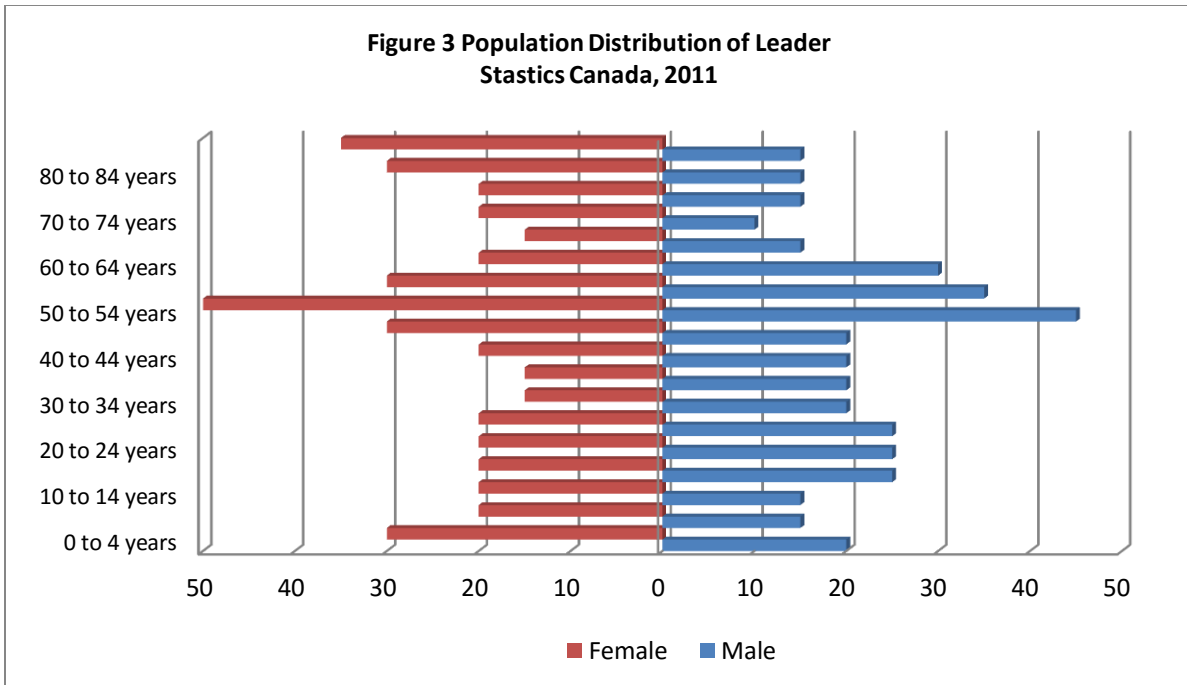


Table 1 Ethnic Origins Statistics Canada, 2011

German	465	Ukrainian	50
English	205	Dutch	40
Canadian	145	Norwegian	40
Russian	145	Romanian	40
Scottish	85	Métis	20
French	80	Swedish	10
Polish	65	Welsh	10
Irish	60		
Total population is 790.			





Family Characteristics

According to the 2011 Census, the majority of the population in Leader is either married or in a common-law relationship. On average there are 2.1 people per household (Statistics Canada, 2011).

Table 2 outlines the family dynamics of both marital status and families with and without children.

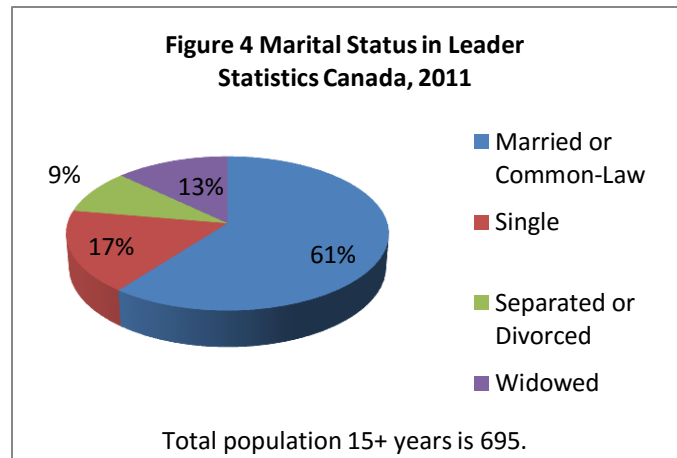
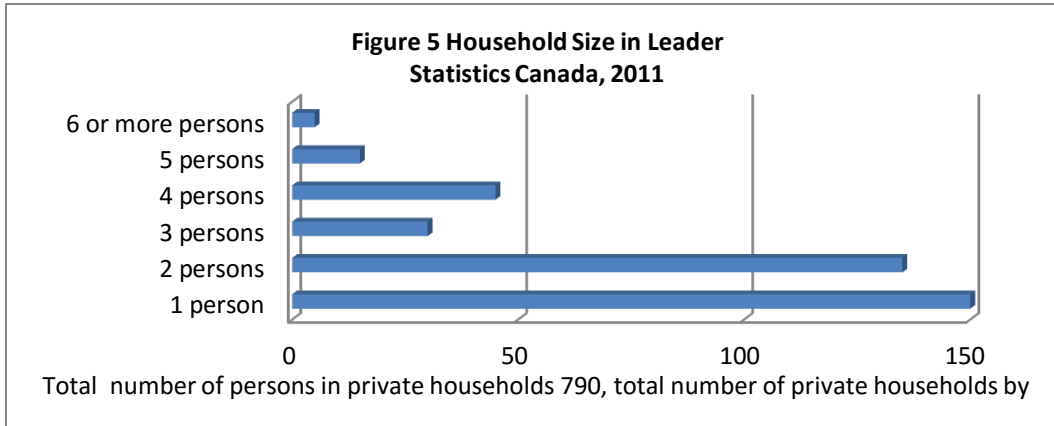


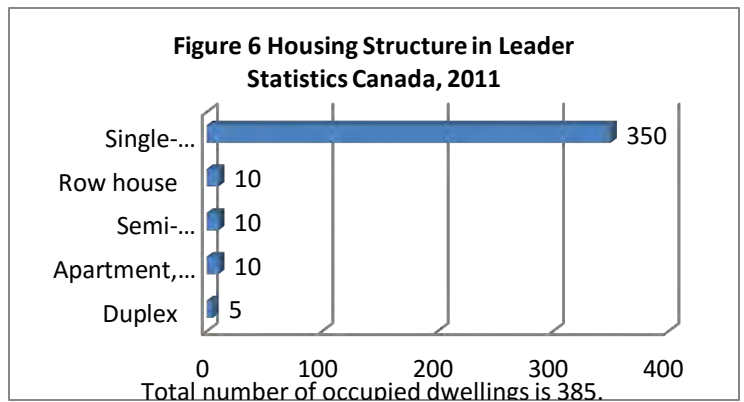
Table 2 Breakdown of Children in Families in Leader, Statistics Canada, 2011				
	Without Children	1 child	2 children	3+ children
Married Couples	105	30	35	15
Common-law Couples	15	5	5	0
Single Mothers	-	15	0	0
Single Fathers	-	0	0	0

The confirmation of small household size is shown below in the figure, with the majority of 1 or 2 persons occupying a single home.



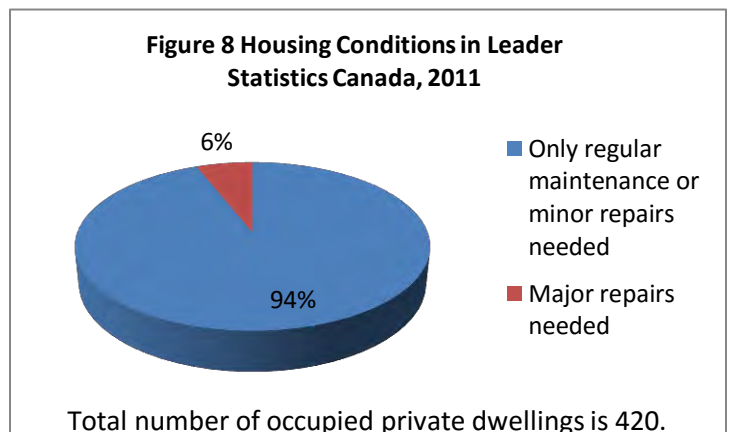
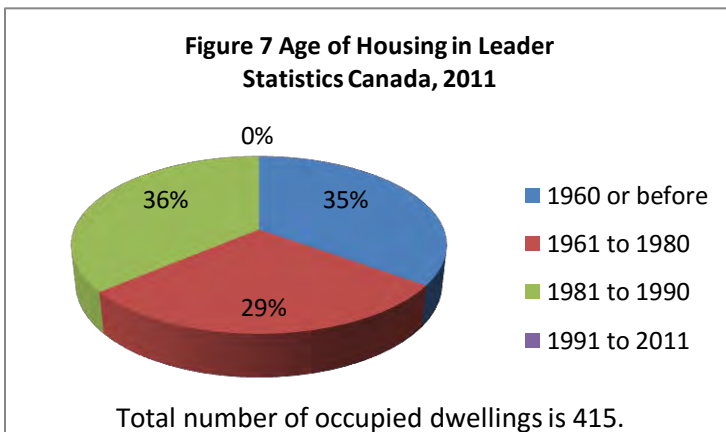
Housing Characteristics

The average value of a home is \$130,100 with 355 people owning their own homes and 65 renting. For those owning their homes average shelter costs are \$772 which is \$171 cheaper than the Provincial average. Rent is much less at \$568 in the Town; this is \$269 cheaper than the Provincial average (Statistics Canada, 2011).



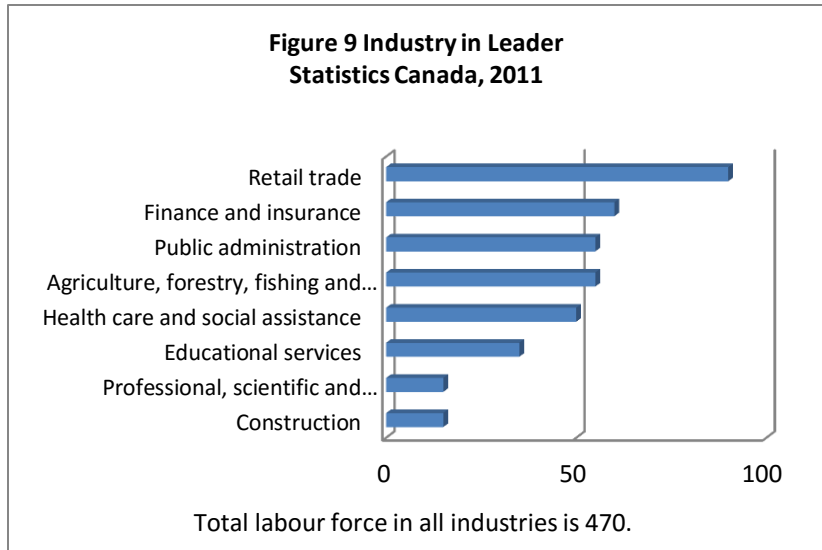
Leader has an average of 6.8 rooms on average per home compared to the Province which averages 6.7 rooms per home. Leader also has much more affordable housing than the rest of the Province because on average the value of a home in Saskatchewan is \$267,006, over double the price in Leader (Statistics Canada, 2011). The majority of these homes are single-detached, shown below.

Homes in Leader are for the majority older homes, these homes are well taken care of considering only 6% need major repairs.



Industry and Occupations

For the majority of Leader, the retail trade is the largest trade in the community. This along with knowledge of the regional recreation suggests that tourism is key in the community. The figure below shows the other industries that are strong which include primary resources such as agriculture, forestry, fishing and hunting.



Sales and service jobs are common in Leader, this also supports that tourism is an asset in the community. Management and trades jobs are also common.

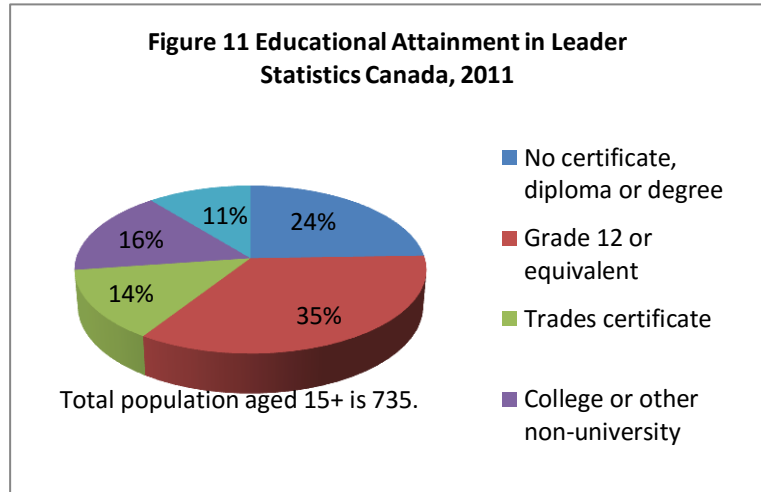


The employment rate is 63.3% which is similar to Saskatchewan at 65.1%. Out of working population, 105 people or 22.34% are self-employed. 335 people or 72% of Leader’s working population are full-time employed while the remaining 130 people or 28% of the working population are part-time employed (Statistics Canada, 2011).

Commuting time for workers is on 5.2 minutes. This suggests that the majority of people work in and around the Town and do not commute long distances to larger centres (Statistics Canada, 2011).

Education

The majority of Leader’s population, aged 15+, has an education greater than a Grade 12 or equivalent, meaning that people have post-secondary schooling. This includes trades certificates and journey person status, and college and university degrees and diplomas (Statistics Canada, 2011).



Mobility

The table below shows the mobility of Leader’s population in the last year and 5 years. For the most part, the community has stayed still and lived in the same residence as previously stated; interestingly in the last 5 years there was an influx of people moving to Leader from around the Province (Statistics Canada, 2011).

Table 3 Mobility in Leader, Statistics Canada, 2011

	Stayed in the same home	Moved within the same community	Moved from outside the community but within the province	Moved from outside the province but within Canada	Moved from outside of Canada
1 year	750	25	0	0	0
5 years	570	80	110	15	0

Community Development

The following section is information about community services and amenities. These services are found in the Town and region.

Emergency Services

Emergency services including fire, police and ambulance, are provided to the region through Leader. This central location to the smaller surrounding communities makes Leader the regional hub for the southwest (Town of Leader, 2015).

Healthcare

The health region that serves this community is the Cypress Health Region. Leader currently has 3 facilities to service the area including a hospital (Leader Hospital), a medical clinic (Leader Primary Health Care Site) and a long-term care facility (Western Senior Citizens Home).

Currently underway is a \$12 million project to integrate the facilities under one roof, a one-stop-health-shop. This will be an addition to the Western Seniors Citizens Home and will be expected to finish in the near future (CHR Website, 2015).

Other services include massage therapists, a reflexologist, a chiropractor and two pharmacies (Town of Leader, 2015).

Recreation

There are many things to do and see in Leader and the surrounding region. One of the biggest draws is the Great Sandhills, being one of Canada's largest sand dunes, which is 1900 square kilometers. In addition to this ecological reserve, bird watching and hiking are other draws to the area (Great South West Website, 2015).

Leader has a golf course, a new outdoor swimming pool, a curling rink, a boxing club, ball diamonds and an arena. Other services include the library, community centre, seniors centre, Lions clubs, dance studio and lastly the Leader and District Arts Council (Town of Leader, 2015).

The local community centre hosts a number of activities for all ages like fitness classes, sports and fundraisers (Town of Leader, 2015).

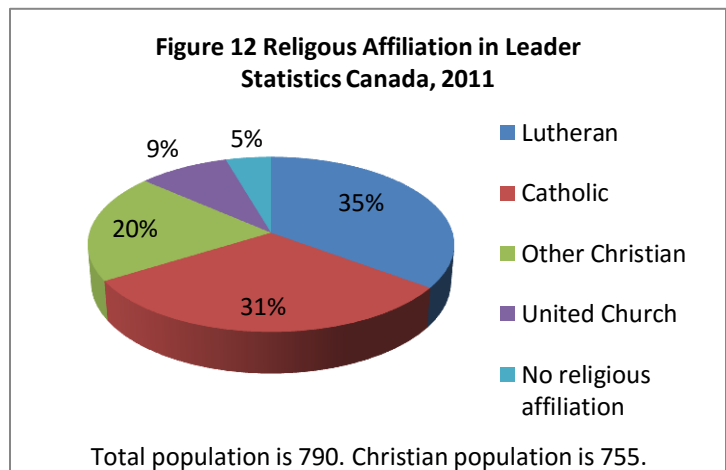
The summer is host to a number of events for the community. There are swimming lessons available at the outdoor pool. Festivals include the Leader Wild West Daze (Town of Leader, 2015).

Other events that happen throughout the year include a volunteer appreciation night, luncheons, Seniors Appreciation Days, library presentations, fairs and markets, movies and the Harvest Hustle, and of course holiday celebrations (leader.ca).

Religion

The vast majority of Leader is Christian, with a small percentage, 5%, having no religious affiliation. There are five churches located in the Town, these include (Town of Leader, 2015):

- Alliance Church;
- Leader Victory Fellowship;
- Little Flower Catholic Church;
- Trinity Lutheran Church; and
- Leader United Church.



Educational Institutions

Leader Composite School hosts students from Kindergarten to Grade 12 and is central to the region's youth. Children are bused from smaller communities to this community's school (Town of Leader, 2015).

Other institutions include classes offered by the Great Plains College, usually by online tools.

Economic Development

This vibrant community plays home to a variety of businesses including accommodations, transportation, repair services, salons, contractors, communications, financial institutions, retail, insurance agencies, restaurants and more (Town of Leader, 2015).

One of the biggest draws to the Town is the ecological reserve; this involves needing places to stay for tourists and adventure seekers. There are 2 campgrounds, one hotel, a motel and a bed and breakfast (Town of Leader, 2015).

Agriculture needs transportation and services; this includes farming equipment dealers, cleaning and supply chains, terminals for rail and truck. Most of these industrial commercial businesses are located just outside of town along the highways, while smaller companies are in the Town (Town of Leader, 2015).

Transportation services also include repair shops, storage and sales, all of which are located in Leader or just outside (Town of Leader, 2015).

Other businesses include the liquor store, post office, utility agencies, salons, restaurants, insurance and accounting agencies, funeral home, banks, hardware stores, dry cleaners, bakery, and antique stores and realtors (Town of Leader, 2015).

Seasonal business' include a local green house and of course the campgrounds (Town of Leader, 2015).

Conclusion

The Town of Leader has a unique and vibrant history, culture and environment that is celebrated and embraced by the community. Because this small town is a hub for the larger region, they have a wide range of business' that keep the town booming even as the population decreases.

Leader is truly a leader in Saskatchewan in its models for cultural vibrancy, sustainability, and unrivaled preservation of heritage and the environment.

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APPENDIX “D” – INFRASTRUCTURE CAPACITIES

Town of Leader	
CONNECTIONS	450
WATER SUPPLY	South Saskatchewan River Raw Storage Reservoir 29,500 m³ Treated above ground storage 1614 m³
SURPLUS CAPACITY (PERCENTAGE / POPULATION)	
ANNUAL WATER TREATMENT	44,722,748
SEPTIC TREATMENT	4 Cell
SURPLUS CAPACITY (PERCENTAGE / POPULATION)	
SOLID WASTE MANAGEMENT (TRANSFER STATION / LANDFILL life expectancy)	Landfill located in RM of Happyland – 25 Year life expectancy
CURRENT ENGINEERING STUDY (YES/NO; YEAR)	2015 Water Assessment
PUBLIC WELLS OR WELL-HEADS	No
WATER LINES / UTILITIES	Yes – see reference maps
LAGOON	Yes – see reference maps
CEMETERY	Yes – see reference maps

APPENDIX “E” – COMMUNITY ACTION PLAN

The following Action Plan table sets the foundations for the Town to utilize to implement the goals and policies of this Plan. The intention is for Council to build on future actions the Town wishes to pursue in the short, mid, and long term.

Action Statement	Performance Goal/Aim	Policy Section	Priority Timeline i.e. immediate, mid-term, 10+years	Current Status	Reporting Period Status Update (Typically annually)
Community Engagement					
✓					
✓					
Residential Land Use					
✓ Investigate Saskatchewan Housing Corporation Programs and Services for alternative financing options to improve housing affordability and rental availability					
Commercial and Industrial Land Uses					
✓ Provide tax abatements for non-competitor type businesses to promote economic development in the community.					
✓ Develop a strategy for developing brownfields/contaminated sites					
Recreation and Tourism					
Community Services and Public Health and Safety					

<i>Heritage and Cultural Resources</i>					
<i>Sensitive Environment and Municipal and Environmental Reserve</i>					
<i>Public Utilities and Facilities</i>					
<i>Transportation Networks</i>					
<i>Inter-Municipal Cooperation</i>					