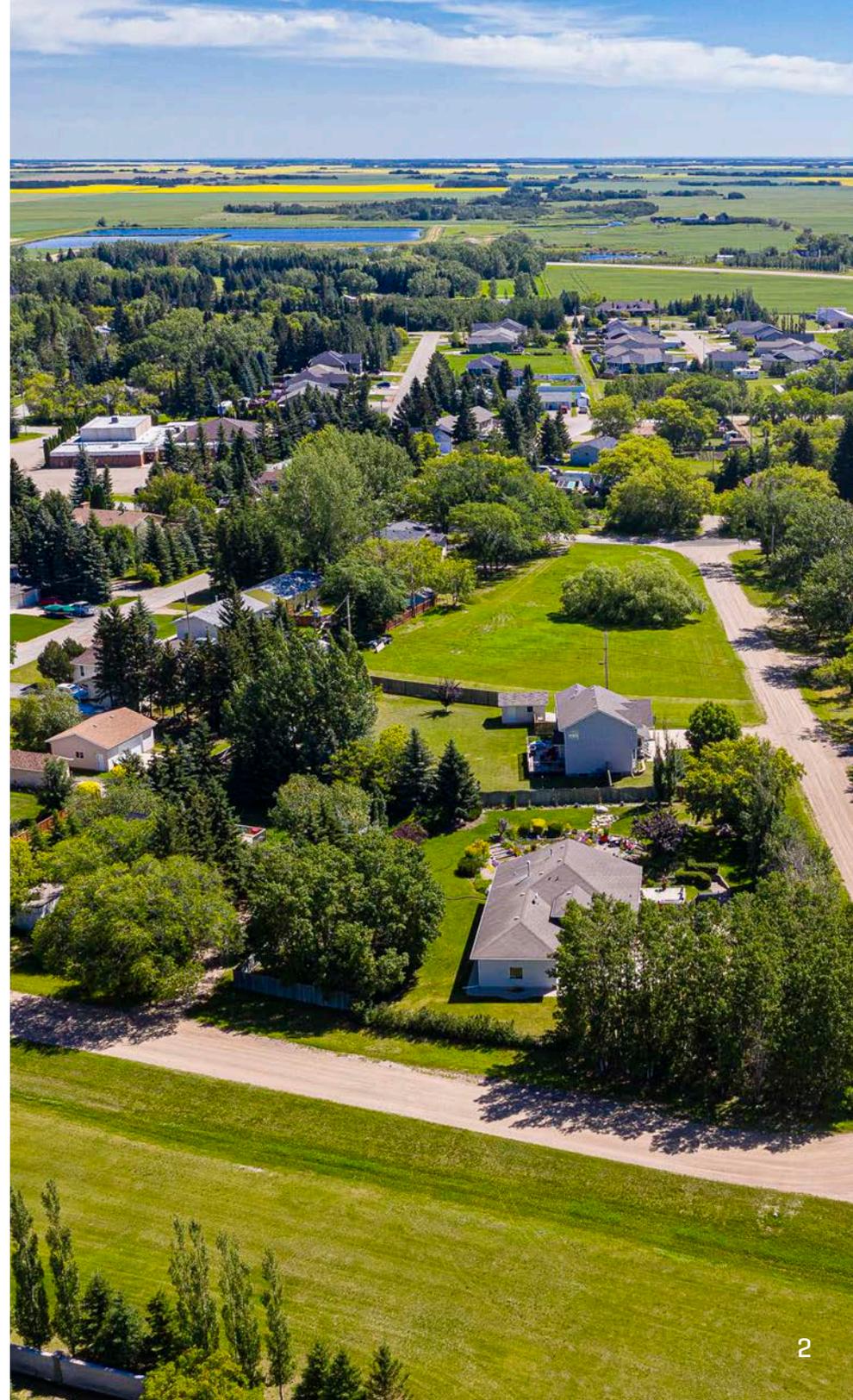




2025 **ANNUAL REPORT**

Table of **CONTENTS**

Who is SUMA?	3.
Board of Directors	4.
Caucus Members	5.
SUMA Members	6.
SUMA Staff	11.
Message from the President	13.
Message from the CEO	14.
Strategic Plan	15.
External Committees	19.
Member Value Proposition	20.
We Give You Access to Resources	21.
Events and Training	22.
We Help You Save Money	23.
We Represent Your Interests	26.
Advocacy	27.
Selected Partnerships	30.



Who is **SUMA**?

The Saskatchewan Urban Municipalities Association (SUMA) is the provincial voice of urban municipal governments, representing cities, towns, villages, resort villages, and northern municipalities. We promote, protect, and defend the interests of our members.

MISSION STATEMENT

Strong, resilient urban municipalities as the cornerstone of a strong province.

VISION

To support our owners* and their efforts to ensure a positive, quality future for their communities.

VALUES

- **Trust:** We are honest, transparent, and accountable.
- **Respect:** We view relationships as foundational and provide safe, inclusive spaces where everyone can participate.
- **Innovation:** We are future-focused, believing in new ideas and positive change.
- **Knowledge:** We rely on research, evidence, and lived experience.
- **Owners:** We promote and protect the interests of our owners, actively listening and asking questions.

**SUMA's owners are our 440+ member urban municipalities.*



2025-26 Board of **DIRECTORS**

SUMA is governed by a Board of Directors comprised of elected officials from all sectors and regions of the province.



Randy Goulden
President



Dawn Kilmer
Vice President of Cities



Michelle McKenzie
Vice President of Towns



Nora McLearn
Vice President of Villages and
Resort Villages



Lyle Herman
Vice President of Northern
Municipalities



Randy Donauer
Vice President - City of Saskatoon



Shanon Zachidniak
Vice President - City of Regina



Gerald Aalbers
Ex Officio - City Mayor's Caucus
Chair



Barry Elliott
Ex-Officio - UMAAS President

2025-26 CAUCUS MEMBERS

SUMA's advocacy has shifted to a caucus model, with each caucus representing a sector. The chair of each caucus holds a seat on the SUMA Board of Directors. The cities of Regina and Saskatoon also hold a seat on the Board of Directors due to their large population size.

CITY OF REGINA

Shanon Zachidniak, Councillor, City of Regina

CITY OF SASKATOON

Randy Donauer, Councillor, City of Saskatoon

CITY CAUCUS

Chair: Dawn Kilmer, Councillor, City of Prince Albert
Kirsten Walliser, Councillor, City of Estevan
Dave Rowe, Councillor, City of Humboldt
Jason Whiting, Councillor, City of Lloydminster
Spencer Nikkel, Councillor, City of Martensville
Tom Harrison, Councillor, City of Meadow Lake
Tara Muntain, Councillor, City of Melfort
Doug Mark, Councillor, City of Melville
Jamey Logan, Councillor, City of Moose Jaw
Greg Lightfoot, Councillor, City of North Battleford
Victoria Flores, Councillor, City of Regina
Bev Dubois, Councillor, City of Saskatoon
Leanne Tuntland-Wiebe, Councillor, City of Swift Current
Kevin Tooley, Councillor, City of Warman
Jeff Richards, Mayor, City of Weyburn
Dustin Brears, Councillor, City of Yorkton

TOWN CAUCUS

Chair and Southwest Region: Michelle McKenzie, Mayor, Town of Maple Creek
Central Region: Lamatia Robinson, Councillor, Town of Colonsay
East Central Region: Gina Rakochy, Councillor, Town of Canora
Northeast Region: Kathy Evans, Councillor, Town of Birch Hills
Northwest Region: Dennis Helmuth, Mayor, Town of Rosthern
Southeast Region: Greg Wall, Councillor, Town of Carnduff
West Central Region: Deb Winder, Mayor, Town of Delisle

VILLAGE CAUCUS

Chair and Southwest Region: Nora McLearn, Mayor, Village of Neville
Central Region: Corey Fernets, Mayor, Resort Village of Thode
East Central Region: Linda Restau, Mayor, Resort Village of Westend
Northeast Region: David Duhaime, Councillor, Village of Bjorkdale
Northwest Region: Ken Huber, Councillor, Village of Goodsoil
Southeast Region: Josh Vass, Mayor, Village of Pangman
West Central Region: vacant

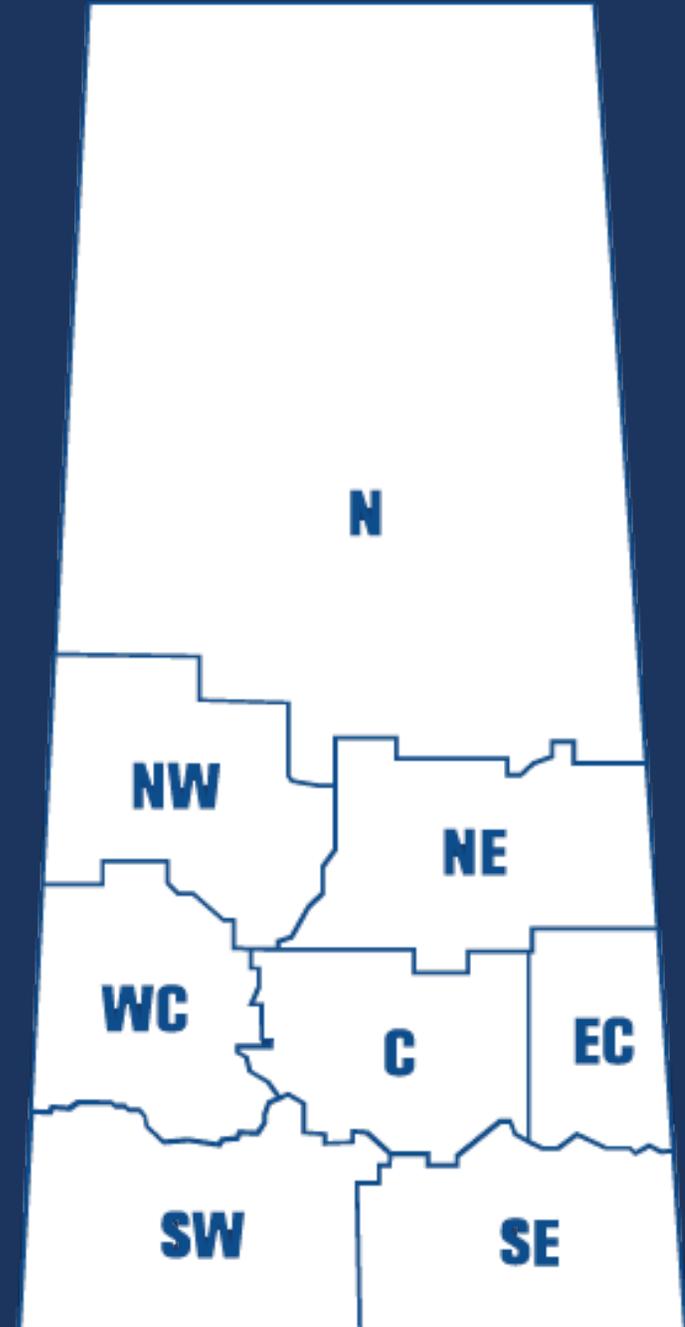
NORTHERN CAUCUS

Chair: Lyle Herman, Mayor, Northern Village of La Loche
Rick Laliberte, Mayor, Northern Village of Beauval
Bruce Fidler, Mayor, Northern Town of Creighton
Abby Besharah, Councillor, Northern Town of La Ronge
Sandra Hansen, Councillor, Northern Hamlet of Stony Rapids

SUMA Members

SUMA's strength lies in our membership. There are SUMA members in all provincial constituencies and all federal ridings. Representing communities of all sizes and all areas of the province, our members bring to the organization a wealth of knowledge, practical experience, and advice.

Membership in SUMA is voluntary and is open to cities, towns, villages, resort villages, and northern municipalities.



NORTHERN Region



NORTHERN HAMLETS

Northern Hamlet of Stony Rapids
Northern Hamlet of Weyakwin

NORTHERN VILLAGES

Northern Village of Air Ronge
Northern Village of Beauval
Northern Village of Buffalo Narrows
Northern Village of Cumberland House
Northern Village of Denare Beach
Northern Village of Green Lake
Northern Village of Île-à-la-Crosse
Northern Village of La Loche
Northern Village of Pelican Narrows
Northern Village of Pinehouse
Northern Village of Sandy Bay

TOWNS

Town of Creighton
Town of La Ronge

NORTHWEST Region



RESORT VILLAGES

Resort Village of Aquadeo
Resort Village of Chitek Lake
Resort Village of Cochin
Resort Village of Greig Lake
Resort Village of Kivimaa-Moonlight Bay
Resort Village of Metinota
Resort Village of Turtle View

VILLAGES

Village of Borden
Village of Canwood
Village of Debden
Village of Denholm
Village of Dorintosh
Village of Edam
Village of Glaslyn
Village of Goodsoil

Village of Laird
Village of Leask
Village of Leoville
Village of Loon Lake
Village of Makwa
Village of Marcelin
Village of Marsden
Village of Maymont
Village of Medstead
Village of Meota
Village of Mervin
Village of Neilburg
Village of Paradise Hill
Village of Parkside
Village of Paynton
Village of Pierceland
Village of Shell Lake
Village of Speers
Village of Waseca

TOWNS

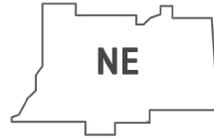
Town of Big River
Town of Blaine Lake
Town of Dalmeny
Town of Duck Lake

Town of Hafford
Town of Hague
Town of Hepburn
Town of Langham
Town of Lashburn
Town of Maidstone
Town of Marshall
Town of Radisson
Town of Rosthern
Town of Shellbrook
Town of Spiritwood
Town of St. Walburg
Town of Turtleford
Town of Waldheim

CITIES

City of Lloydminster
City of Martensville
City of Meadow Lake
City of Warman

NORTHEAST Region



RESORT VILLAGES

Resort Village of Candle Lake
 Resort Village of Elk Ridge
 Resort Village of Tobin Lake
 Resort Village of Wakaw Lake

VILLAGES

Village of Albertville
 Village of Alvena
 Village of Annaheim
 Village of Archerwill
 Village of Aylsham
 Village of Beatty
 Village of Bjorkdale
 Village of Christopher Lake
 Village of Codette
 Village of Englefeld
 Village of Fosston
 Village of Lake Lenore
 Village of Love
 Village of Meath Park

Village of Middle Lake
 Village of Mistatim
 Village of Muenster
 Village of Paddockwood
 Village of Pilger
 Village of Pleasantdale
 Village of Prud'homme
 Village of Quill Lake
 Village of Ridgedale
 Village of Smeaton
 Village of Spalding
 Village of St. Benedict
 Village of St. Gregor
 Village of St. Louis
 Village of Valparaiso
 Village of Weekes
 Village of Weirdale
 Village of Weldon
 Village of White Fox
 Village of Zenon Park

TOWNS

Town of Aberdeen
 Town of Arborfield
 Town of Birch Hills
 Town of Bruno
 Town of Carrot River

Town of Choiceland
 Town of Cudworth
 Town of Hudson Bay
 Town of Kelvington
 Town of Kinistino
 Town of Leroy
 Town of Naicam
 Town of Nipawin
 Town of Porcupine Plain
 Town of Rose Valley
 Town of St. Brieux
 Town of Star City
 Town of Tisdale
 Town of Vonda
 Town of Wakaw
 Town of Watson

CITIES

City of Humboldt
 City of Melfort
 City of Prince Albert

WEST CENTRAL Region



RESORT VILLAGES

Resort Village of Coteau Beach

VILLAGES

Village of Beechy
 Village of Brock
 Village of Broderick
 Village of Coleville
 Village of Conquest
 Village of Denzil
 Village of Dinsmore
 Village of Doddsland
 Village of Flaxcombe
 Village of Glenside
 Village of Harris
 Village of Kinley
 Village of Landis

Village of Lucky Lake
 Village of Macrorie
 Village of Major
 Village of Marengo
 Village of Milden
 Village of Netherhill
 Village of Perdue
 Village of Plenty
 Village of Smiley
 Village of Tessier
 Village of Tramping Lake
 Village of Vanscoy

TOWNS

Town of Asquith
 Town of Battleford
 Town of Biggar
 Town of Cut Knife
 Town of Delisle

Town of Eatonia
 Town of Elrose
 Town of Eston
 Town of Kerrobert
 Town of Kindersley
 Town of Kyle
 Town of Luseland
 Town of Macklin
 Town of Outlook
 Town of Rosetown
 Town of Scott
 Town of Unity
 Town of Wilkie
 Town of Zealandia

CITIES

City of North Battleford
 City of Saskatoon

CENTRAL Region



RESORT VILLAGES

Resort Village of Alice Beach
 Resort Village of B-Say-Tah
 Resort Village of Chorney Beach
 Resort Village of District of Katepwa
 Resort Village of Etters Beach
 Resort Village of Fort San
 Resort Village of Glen Harbour
 Resort Village of Grandview Beach
 Resort Village of Island View
 Resort Village of Kannata Valley
 Resort Village of Leslie Beach
 Resort Village of Manitou Beach
 Resort Village of Mistusinne
 Resort Village of Pasqua Lake
 Resort Village of Pelican Pointe
 Resort Village of Saskatchewan Beach
 Resort Village of Shields
 Resort Village of Sunset Cove
 Resort Village of Thode
 Resort Village of Wee Too Beach

VILLAGES

Village of Abernethy
 Village of Aylesbury
 Village of Bethune
 Village of Bladworth
 Village of Brownlee
 Village of Buena Vista
 Village of Bulyea
 Village of Chamberlain
 Village of Clavet
 Village of Craven
 Village of Dilke
 Village of Disley
 Village of Drake
 Village of Dysart
 Village of Earl Grey
 Village of Edenvold
 Village of Elbow
 Village of Elfros
 Village of Eyebrow
 Village of Hawarden
 Village of Holdfast
 Village of Jansen
 Village of Kelliher
 Village of Kenaston
 Village of Lebret
 Village of Leross
 Village of Liberty
 Village of Lipton
 Village of Loreburn
 Village of Markinch
 Village of Marquis
 Village of Meacham
 Village of Punnichy
 Village of Semans
 Village of Silton
 Village of Simpson

Village of Strongfield
 Village of Tugaske
 Village of Viscount
 Village of Young
 Village of Zelma

TOWNS

Town of Allan
 Town of Balcarres
 Town of Balgonie
 Town of Colonsay
 Town of Craik
 Town of Cupar
 Town of Davidson
 Town of Dundurn
 Town of Foam Lake
 Town of Fort Qu'Appelle
 Town of Govan
 Town of Hanley
 Town of Imperial
 Town of Ituna
 Town of Lanigan
 Town of Lumsden
 Town of Nokomis
 Town of Pilot Butte
 Town of Raymore
 Town of Regina Beach
 Town of Southey
 Town of Strasbourg
 Town of Wadena
 Town of Watrous
 Town of White City
 Town of Wynyard

CITIES

City of Regina

EAST CENTRAL Region



RESORT VILLAGES

Resort Village of Bird's Point
 Resort Village of Melville Beach
 Resort Village of West End

VILLAGES

Village of Atwater
 Village of Buchanan
 Village of Calder
 Village of Dubuc
 Village of Ebenezer
 Village of Endeavour
 Village of Fenwood
 Village of Gerald

Village of Grayson
 Village of Hyas
 Village of Invermay
 Village of Killaly
 Village of Lintlaw
 Village of MacNutt
 Village of Neudorf
 Village of Pelly
 Village of Rama
 Village of Rhein
 Village of Sheho
 Village of Spy Hill
 Village of Stenen
 Village of Stockholm
 Village of Tantallon
 Village of Theodore
 Village of Togo

TOWNS

Town of Bredenbury
 Town of Canora
 Town of Churchbridge
 Town of Esterhazy
 Town of Kamsack
 Town of Langenburg
 Town of Lemberg
 Town of Norquay
 Town of Preeceville
 Town of Saltcoats
 Town of Springside
 Town of Sturgis

CITIES

City of Melville
 City of Yorkton

SOUTHWEST Region



RESORT VILLAGES

Resort Village of Beaver Flat
 Resort Village of North Grove
 Resort Village of South Lake
 Resort Village of Sun Valley

VILLAGES

Village of Abbey
 Village of Bracken
 Village of Cadillac
 Village of Caronport
 Village of Chaplin
 Village of Climax
 Village of Consul
 Village of Fox Valley
 Village of Frontier

Village of Golden Prairie
 Village of Hazenmore
 Village of Hazlet
 Village of Hodgeville
 Village of Kincaid
 Village of Limerick
 Village of Mankota
 Village of Mendham
 Village of Mortlach
 Village of Neville
 Village of Pennant
 Village of Richmond
 Village of Riverhurst
 Village of Rush Lake
 Village of Tompkins
 Village of Tuxford
 Village of Vanguard
 Village of Waldeck
 Village of Webb

TOWNS

Town of Assiniboia
 Town of Burstall
 Town of Cabri
 Town of Central Butte
 Town of Eastend
 Town of Gravelbourg
 Town of Gull Lake
 Town of Herbert
 Town of Lafleche
 Town of Leader
 Town of Maple Creek
 Town of Morse
 Town of Mossbank
 Town of Ponteix
 Town of Rockglen
 Town of Shaunavon
 Town of Willow Bunch

CITIES

City of Swift Current
 City of Moose Jaw

SOUTHEAST Region



VILLAGES

Village of Alida
 Village of Avonlea
 Village of Belle Plaine
 Village of Briercrest
 Village of Carievale
 Village of Ceylon
 Village of Creelman
 Village of Drinkwater
 Village of Fairlight
 Village of Fillmore
 Village of Forget
 Village of Frobisher
 Village of Gainsborough
 Village of Glenavon
 Village of Glen Ewen
 Village of Halbrite
 Village of Heward
 Village of Kendal
 Village of Kennedy
 Village of Kenosee Lake
 Village of Kisbey
 Village of Lang
 Village of Macoun
 Village of Manor
 Village of Maryfield
 Village of McLean

Village of McTaggart
 Village of Minton
 Village of Montmartre
 Village of North Portal
 Village of Odessa
 Village of Osage
 Village of Pangman
 Village of Roche Percee
 Village of Sedley
 Village of Storthoaks
 Village of Torquay
 Village of Vibank
 Village of Wilcox
 Village of Windthorst

TOWNS

Town of Alameda
 Town of Arcola
 Town of Bengough
 Town of Bienfait
 Town of Broadview
 Town of Carlyle
 Town of Carnduff
 Town of Coronach
 Town of Fleming
 Town of Francis
 Town of Grand Coulee

Town of Grenfell
 Town of Indian Head
 Town of Kipling
 Town of Lampman
 Town of Midale
 Town of Milestone
 Town of Moosomin
 Town of Ogema
 Town of Oxbow
 Town of Pense
 Town of Qu'Appelle
 Town of Radville
 Town of Redvers
 Town of Rocanville
 Town of Rouleau
 Town of Sintaluta
 Town of Stoughton
 Town of Wapella
 Town of Wawota
 Town of Whitewood
 Town of Wolseley
 Town of Yellow Grass

CITIES

City of Estevan
 City of Weyburn

SUMA Staff

The staff at SUMA, under the direction of the CEO, are responsible for planning and delivering the annual SUMA Convention and Tradeshow, as well as developing and submitting a budget for approval. SUMA staff promote and protect the interests of urban governments, deliver group benefits, administer insurance and purchasing programs, and organize events, like the annual regional meetings and Convention.

The CEO acts as the liaison between the Board of Directors and the administrative staff at SUMA. The CEO is responsible for the curatorial aspects of the administration of policies, developing and fostering relationships with municipal organizations and governments, and coordinating the overall activities and business affairs of SUMA.



Jean-Marc Nadeau,
Chief Executive Officer



Sean McKenzie
Director
Advocacy Services



Lindsay Peel
Director
Corporate Services



Harrison Andruschak
Advocacy Advisor



Dustin Austman
Advocacy Advisor



Stephanie Bourassa
Education and Events Advisor



Katee Galandy
Manager of Strategic Engagement



Cheyenne Geysen
Advocacy and Communications
Advisor



Catherine Holland
Marketing and Sponsorship
Advisor

SUMA Staff



Roxanne Korpan
Manager of Communications



Scott Meger
Manager, Group Benefits



Augustina Osaseri
Advocacy Advisor



Amanda Reid
Group Benefits Administrator



Heather Vanderaa
Executive Assistant



Stephanie Wolos
Accountant

PARTNER Organizations



Richard Beck
TSS Coordinator



Stephanie Ortynsky
Research Associate



Carl McDonald
Vice President, Contracting and
Compliance, Kinetic GPO



Tania Wendling
Chief Executive Director,
SUMAssure

Message from the **PRESIDENT**



Another year has come and gone! 2025 was a year of transition for SUMA.

Following Convention 2025 in April, our new governance structure officially came into effect. This reduced our Board of Directors down to seven but added many voices from SUMA member municipalities all over the province via our caucuses.

The first order of business was for each caucus to determine their individual priorities. Not surprisingly, there was a lot of common ground – healthcare and public safety remain concerns regardless of the size of a community. But the caucus model also allowed for nuances in understanding the needs of our members, such as infrastructure funding with carve outs for smaller municipalities coming from the Town Caucus and Village and Resort Village Caucus, and a better firefighting strategy coming from the North.

We've also made some changes to our resolutions process, which we'll see unfold at Convention 2026. Our new governance structure means that the onus for approving resolutions will move from the Board to the caucuses; with each caucus choosing two resolutions to bring forth to the Convention floor. While this will limit the number of resolutions to ten, it will also mean that all of them are guaranteed to be carefully vetted to benefit the most from what the Resolutions session offers – media and direct government attention. Other resolutions will remain with the caucuses to be worked on throughout the year at their discretion.

We are still learning as this new governance structure unfolds, but the Board of Directors are all encouraged by what we've seen so far.

2025 was also a year of creating and ratifying a new strategic plan, which will guide the organization's priorities from 2025-2029. You can read the new strategic plan, which includes a renewed mission and vision for the organization, in this Annual Report.

We thank you, the membership, for moving our organization forward by voting on a modernized governance structure earlier this year, and we look forward to seeing how this change will impact our organization over the coming years. As always, our number one priorities remain: providing excellence in advocacy, education, and savings for our members in 2026 and beyond.

Sincerely,

A handwritten signature in black ink that reads "Randy Goulden". The signature is written in a cursive, flowing style.

Randy Goulden, SUMA President

Message from the CEO



When I consider 2025, the first thing that comes to mind is collaboration. No one organization can be all things to all people, but by working together, we can fill gaps and provide a more fulsome member experience for you.

Over the past year, SUMA has put an emphasis on creating and maintaining powerful partnerships that will help our association, and in turn, our members, thrive. From the Assemblée

communautaire fransaskoise (ACF), to the Office of the Treaty Commissioner, to the Agricultural Producers Association of Saskatchewan (APAS) and many in between, we've looked at what our membership needs and found organizations that can fill those gaps.

While many of these partner associations have similar mandates – advocating for members – each brings its own strengths and relationships to the table. Leveraging these relationships can open doors that our organizations alone may not have been able to access.

More voices also provide a stronger impact. A great example of this can be found in our advocacy in Ottawa in late 2025. SUMA, SARM, and Saskatchewan's Ministry of Government Relations joined forces to bring the voice of Saskatchewan to the Federal Government, advocating for infrastructure needs unique to our communities.

Our partnerships also mean ensuring our expertise as the voice of Saskatchewan's urban municipalities is called upon for opportunities outside of our direct work. For example, we worked with Saskatchewan Polytechnic to develop their municipal administration specialty program, which prepares

students for leadership roles in municipal corporations by equipping them with the skills needed to effectively advise council, implement policy, and direct staff.

You can learn more about our partnership organizations in each issue of Municipal Voice, where we feature a column highlighting them. We also share content from partners' social media on our own channels.

As 2025 comes to a close, we are grateful for each of our partnerships and look forward to building more of these connections in the coming years.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Nadeau', with a long horizontal flourish extending to the right.

Jean-Marc Nadeau, PhD, C.Mgr.
SUMA Chief Executive Officer

STRATEGIC Plan

After every municipal election, once the full Board is in place, SUMA creates a strategic plan for the term. It is our guiding star, setting the priorities for our work on behalf of members and within the Association. The strategic plan is a critical part of SUMA's governance. This high-level view of our work helps us ensure we are moving in the right direction.

Summary of the SUMA Strategic Plan (2021–2025)

The SUMA Strategic Plan (2021–2025) established a vision of SUMA being recognized as the voice of Saskatchewan's municipalities, supported by a mission centred on advocacy, education, and service excellence. The plan was built around five strategic objectives: **Unified and Compelling Advocacy, Strategic Communication, Modern Governance, Capacity Building, and Fiscal Sustainability.**

Annual planning cycles and quarterly reporting guided implementation. By the end of the 2023 cycle, **86% of initiatives were completed**, with three carried into 2024: the Governance Review, Homelessness Advocacy Strategy, and Saskatchewan *Police Act* Renewal. 2024 updates showed substantial progress and the completion of additional initiatives.

ADVOCACY

SUMA advanced several major advocacy files. Work on **renewing *The Police Act*** included a discussion paper, stakeholder engagement, and quarterly ministerial meetings. While legislative change was not expected before fall 2025, the file was incorporated into provincial election advocacy and remains active. Other advocacy initiatives—such as the **bylaw adjudication program** and exploration of a **Saskatchewan Police Board Association**—were completed after research and engagement showed limited government or stakeholder appetite for further action. SUMA also strengthened coalition-based advocacy, including developing a **provincial consultation protocol** with SARM and creating a **homelessness advocacy strategy** informed by lived experience, which became operational in 2024.

STRATEGIC COMMUNICATION

SUMA modernized its communications through a comprehensive strategy completed in 2022. Key achievements include redesigning the **Municipal Update**, re-contracting **Municipal Voice** production, adopting **Social Pilot** for social media management, and improving email list hygiene while retaining Constant Contact. SUMA also consolidated its brand identity by creating templates, updating its stylebook, and introducing a formal land acknowledgement. A Board-approved **MLA engagement program** was executed in 2022.

MODERN GOVERNANCE

A multi-year governance review produced draft bylaws and caucus terms of reference presented in December 2023. Member voting materials were distributed in early 2024, and policy development continued throughout the year. Implementation extended into 2025, and the initiative remains open.

CAPACITY BUILDING

SUMA prioritized developing practical tools for municipalities, publishing templates such as the **Public Places Drinking Bylaw, Animal Control Bylaw, Violence Prevention Policy**, and several HR policies. Additional templates, including a **Traffic Bylaw**, are in progress. SUMA also contributed to regional broadband planning and supported inter-municipal economic development research. Two major thematic initiatives advanced: the **Truth and Reconciliation Plan**, completed in 2024, and climate action work through a partnership with Eco West under the **Municipal Eco Action Centre (MEAC)**, which continues to develop despite an unsuccessful federal grant application.

FISCAL SUSTAINABILITY

SUMA improved operational efficiency by implementing the **Oliver subscriber portal** and launching a **critical illness benefit program**. A research partnership with JSGS and MITACS evolved into a funded three-year postdoctoral program beginning in late 2024, supporting the **Municipal Growth Strategy**. SUMA also began renting its boardroom and exploring office space options.

2025

The final year of the plan focused on advancing *The Police Act* renewal, completing governance reforms, finalizing bylaw and policy templates, developing and funding MEAC, and translating new research into advocacy and member education. These efforts connected member value, advocacy momentum, fiscal performance, and service excellence to a cohesive finish in 2026.



STRATEGIC Plan (2025-2029)

In the 2025-2029 plan, we undertook a more comprehensive overhaul of our strategic priorities to better align with our new governance structure. We reiterated our core functions, updated our mission, vision, and values, and set out three strategic priorities.

CORE FUNCTIONS



Advocacy - SUMA represents the interests of our members.

SUMA serves as the collective voice of urban government, including cities, towns, villages, resort villages, and northern municipalities.



Group Programs - SUMA helps our members save money.

SUMA offers group benefits, insurance services, and purchasing programs that can reduce the costs of operations for municipal governments.



Capacity Building - SUMA provides our members access to resources.

SUMA provides information, connections, training, and tools to make local government operations more effective.

OUR STRATEGIC PRIORITIES

Strategic Priority: Deliberate advocacy initiatives leading to institutional change

- Initiatives are strategic, well-defined, and driven by a plan
- Policy positions are informed by ongoing consultation with the sectors
- Advocacy is primarily future-focused

Strategic Priority: Build the capacities of owner urban municipalities

- Capacity building efforts are based upon needs of the sectors
- Efforts are designed to meet the collective needs of members
- Capacity needs related to governance operations

Strategic Priority: Programs optimizing member service delivery

- Programs add real value to the membership proposition
- Programs enhance the member experience

Advocacy: Deliberate advocacy initiatives leading to institutional change

- Initiatives are strategic, well-defined, and driven by a plan
- Policy positions are informed through ongoing consultation with the sectors
- Advocacy is primarily future-focused

INITIATIVE	EXPLANATION
Sustainable Funding Framework	A holistic framework that plans for and meets the future needs of SUMA’s owners
Caucus Support Roadmap	Rolling plan and process prescribing SUMA’s actions in support of the new caucus structure
Tier Two Advocacy Model	An applicable and repeatable process to amplify advocacy through joint actions with aligned partner organizations

Capacity Building: Build the capacities of owner urban municipalities

- Capacity building efforts are based upon needs of the sectors
- Efforts are designed to meet the collective needs of members
- Capacity needs relate to governance and operations

INITIATIVE	EXPLANATION
Professional Services Study	A study investigating the potential for SUMA to develop a program to support owners’ needs for professional services
Capacity Needs Assessment	An assessment of owners’ governance and operational capacity needs

Programs and Services: Programs optimizing member service delivery

- Programs add real value to the membership proposition
- Programs enhance the member experience

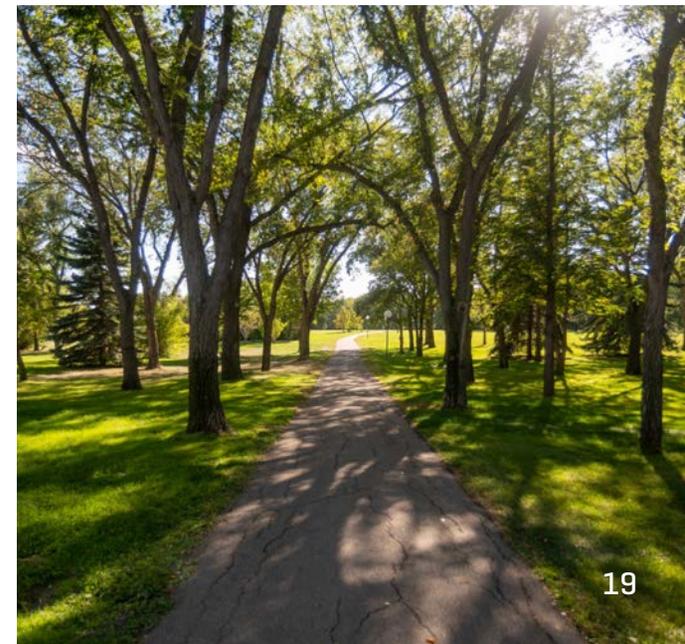
INITIATIVE	EXPLANATION
Internalizing Group Benefits – Pre-Feasibility	A preliminary evaluation to assess and examine the potential of internalizing the Group Benefits program
Program Review	A rolling plan guiding the review of existing programs

EXTERNAL Committees

External committees are independent of SUMA and the Board of Directors and handle issues that are not under SUMA's control. These committees consist of members throughout various organizations who bring expertise on the subject matter.

SUMA is represented on several external committees including:

1. Area Transportation Planning Committee
 - Central/East Central
 - West Central
 - North Central
 - Northeast
 - North/Northwest
 - South Central
 - Southeast
 - Southwest
2. College of Medicine Admission Committee – University of Saskatchewan
3. Communities in Transition
4. CPSP/SUMA/SARM Policing Committee
5. Electronic Product Recycling Association
6. Federation of Canadian Municipalities Board of Directors
7. Multi-Material Recycling Program
8. Municipal Employees' Pension Plan
9. Municipal Forum
10. Municipal Sector Strategic Plan Tables
11. New Deal Partnership Committee (Gas Tax) Board
12. New Horizons for Seniors Program
13. Nuclear Waste Management Organization Municipal Forum
14. Photo Speed Enforcement Provincial Committee
15. Practitioner Recruitment and Retention Advisory Panel
16. Prov/Terr Infrastructure Component Review Committee
17. RCMP Contract Management Committee – Fed/Prov/Terr
18. Rural Highway Advisory Committee
19. SAMA Board of Directors
20. SAMA City Advisory Committee
21. SAMA Urban Advisory Committee (At Large)
 - <30,000 - City
 - <30,000 - City
 - <30,000 - Town
 - <30,000 - Town
 - <30,000 - Village
 - <30,000 - Village
 - <30,000 - SUMA Board Rep
 - <30,000 - SUMA Admin (Observer)
22. Saskatchewan Association of Resource Recovery Corporation
23. Saskatchewan Chamber of Commerce Water Council
24. Saskatchewan Crime Stoppers Board
25. Saskatchewan Environmental Code Advisory Committee
26. Saskatchewan In Motion Advisory Council
27. Saskatchewan Municipal Board
28. Saskatchewan Paint Recycling Advisory Committee
29. SUMAssure Board
30. Tire Stewardship of Saskatchewan
31. UMAAS Board of Examiners
32. University of Regina Senate
33. University of Saskatchewan Senate
34. Water Security Agency Operator Certification Board
35. Western Canada Municipal Associations



MEMBER VALUE Proposition

SUMA is the voice of Saskatchewan's communities, providing advocacy, benefits, and resources to help you serve your community.

As a SUMA member you:

- Save money on employee benefits, insurance, and purchasing.
- Have access to resources including educational content, templates, and best practices.
- Have your concerns advocated for on issues such as infrastructure, revenue sharing, and community safety.
- Network and learn from other municipal leaders at SUMA's events.

Whether you are a city, town, village, resort village, or northern municipality, SUMA is here to support you and represent your interests. As a SUMA member, be proud to be part of a strong and united municipal sector in Saskatchewan.



We Give You Access to **RESOURCES**

To ensure that members are kept up to date on news and information, SUMA provides our members and stakeholders with the following resources and publications:

Webinars

SUMA webinars support municipal council and administration in continued learning right from your home or office. Thanks to sponsorship from SUMAssure, SUMA webinars are free to all elected officials and staff in SUMA member municipalities. In 2025, SUMA hosted 18 webinars on a variety of topics including updates to the province's waste management strategy, navigating social media for municipalities, investment opportunities, and more. All webinars are available on the SUMA member portal to view at any time.

MuniCast Podcast

In the office, at home, or on the go, MuniCast brings you conversations on important municipal topics. In 2025, a total of 17 episodes were released.

In Season 8, episodes focused on some of SUMA's advocacy initiatives, including bylaws, access to health services, and access to municipal services.

For Season 9, MuniCast underwent a significant transformation including a new logo and theme song, and we introduced Chris Brown of the Cross Border Network as the new host. Chris brings a wealth of experience from his work on Cross Border Network, where he's conducted over 850 conversations with municipal elected officials from across the country, including many

SUMA members, our Board of Directors, and SUMA's CEO.

MuniCast is available on all major podcast platforms including Spotify, YouTube, Apple Podcasts, and Amazon music, and is now featured on all Cross Border Network platforms and airs on RogersTV.

Municipal Update

A bi-weekly email bulletin that can also be downloaded from the SUMA website.

Social Media

SUMA has X (formerly known as Twitter), Facebook, Instagram, and LinkedIn pages to communicate with members and to connect with the public and government officials to promote the interests of all members.

In 2025, SUMA undertook a comprehensive review of our social media channels to maximize efficiency and expand our reach. We will be expanding to BlueSky and increasing our involvement on YouTube in 2026.

Municipal Voice

Municipal Voice is a partnership between SUMA and Craig Kelman and Associates and is the official print publication of SUMA. 3,800 copies of the 8.5x11" colour magazine are printed quarterly (extrapolated pass-along readership of nearly 11,400) and can also be downloaded from the SUMA website.

Year in Review

SUMA's "Year in Review" has been drafted to provide members with a document chronicling SUMA's initiatives throughout the year.

Legal Services

SUMA has partnered with Brownlee LLP to provide members free access to Brownlee's Municipal Helpline. The helpline is an informal consultation service for municipalities and municipal-related entities (such as municipal corporations and authorities) that require brief and informal guidance or consultation. Founded in 1935, Brownlee LLP offers the largest municipal law team in Western Canada. Their in-depth knowledge in all aspects of municipal law provides dependable, practical, and clearly communicated legal and strategic advice.

The Municipal Helpline is an informal, no-strings-attached consultation service for municipalities and municipal-related entities (such as municipal corporations and authorities) that require brief and informal guidance or consultation.

The Municipal Helpline was created because experience has shown that a 10- to 15-minute discussion of a legal matter when it first arises can often help avoid costly discussion, conflict, and litigation down the road. In short, the Municipal Helpline provides clarity, guidance, and peace of mind—allowing municipal clients to take a more strategic approach to their legal needs and to incur the cost of legal services only when needed. It is no wonder that so many municipalities see the Brownlee Helpline as their first and most important step in addressing their legal questions and issues.

Events and **TRAINING**

Virtual SUMA Summit

February 13, 2025

The Virtual SUMA Summit was an opportunity for all members to join SUMA online to discuss priorities for their sector, hear from SUMA, take in a keynote presentation from Doug Griffiths, and participate in learning on council governance.

SUMA Convention and Tradeshow

April 13 - 16, 2025

The 2025 SUMA Convention and Tradeshow ran from April 13 – 16 at Saskatoon’s TCU Place, bringing together 1,100 municipal leaders and politicians and 600 Tradeshow exhibitors.

With the theme “**We are URBAN.**”, we gathered to highlight how urban municipalities—from the smallest villages to the largest cities—serve their populations. We also celebrated SUMA’s 120th anniversary of supporting urban municipalities across the province.

On Sunday, SUMA continued with the popular Dialogue with SUMA sessions. This unique opportunity allows members to have one-on-one time with SUMA’s internal advocacy committees, to learn about what they are working on and voice their opinions on what could be advocated on in the future. Attendees also had the opportunity to attend one of three off-site excursions to Black Fox Farm and Distillery, Gordie Howe Sports Complex, or CN Railyard, each offering its own flavour of local culture, industry, and innovation.

As always, Convention offered a wide range of educational sessions, including two keynote speakers, two main plenary sessions, and concurrent education sessions on emergency services and mental health, urban assessments, and council governance. On Monday, keynote speaker Pamela Barnum, a nonverbal communication expert and trust strategist, shared practical techniques for building trust and interpreting body language. On Tuesday, the second keynote, Dr. Gabor Maté, joined virtually to examine the root causes of addiction in trauma and broader economic, cultural, and political disempowerment. Delegates also heard from the Municipal Marvels Student Challenge, where Saskatchewan students presented forward thinking sustainability ideas, and attended a panel discussion on the importance of collaboration, shared services, and longterm planning to strengthen municipalities across the province.

Convention is also our members’ biggest advocacy opportunity of the year. Dialogue with Ministers allows for one-on-one conversations directly between members and provincial government. The famous Bear Pit session allows us to get those questions in front of Ministers and the media. From SUMA’s perspective, being able to hear the questions and answers posed during the Bear Pit allows us to shape our advocacy to be more impactful. We carry these conversations forth in our advocacy efforts throughout the rest of the year.

Convention once again brought the full range of social events, starting with the Welcome Reception, held on stage at TCU Place’s theatre

with cocktails, appetizers, and entertainment provided by the Dueling Pianos and Salty Circus performers. Tuesday concluded with the President’s Gala, celebrating service award winners and SUMA’s 120th anniversary, highlighted by a special sand art performance by T.Sand that traced 120 years of SUMA’s history through the movement of sand and tea. The evening wrapped up with a memorable, high-energy show—FogDog kept attendees dancing late into the night.

We held our AGM at Convention as well as a Presidential Election, where Randy Goulden was re-elected as SUMA President. The end of Convention marked the beginning of SUMA’s new caucus governance model.

SUMA Regional Roadshow

June 10-12, June 24-25, November 12-14

Open to mayors, councillors, and administration from SUMA member municipalities, regional meetings are an opportunity to discuss common issues with others from your region, take in an education session, and learn what SUMA and our partners are working on.

In June, the Regional Roadshow stopped in Gravelbourg (Southwest), Elbow (Central), Delisle (West Central), Esterhazy (East Central), and Whitewood (Southeast). Due to the ongoing wildfires, northern regional meetings were postponed until November, with visits to Wakaw (Northeast), Shellbrook (Northwest), and Prince Albert (Northern Region.)

Thank you to the communities who hosted us in 2025.

Events and **TRAINING** *continued*

Procurement Bootcamp for Urban Municipal Administrators

June 3, September 17, and October 22, 2025

Thanks to funding through the Targeted Sector Support (TSS) program, SUMA once again hosted workshops on procurement for urban municipal administrators. Workshops were offered at no cost and included in person and virtual options. In the June and September workshops, participants were guided through a wide array of procurement essentials, from uncovering best practices to understanding mandatory requirements, policies, and cooperative buying groups. The follow up workshop took place online in October and focused on going deeper into policies, service level agreements, prequalification, and contract management.

Mayor's Summer School

August 21 - 22, 2025

Mayors' Summer School featured a series of governance focused sessions covering the dynamics of municipal leadership, the growing challenge of public incivility, and practical strategies for fostering respectful, effective governance. Additional sessions explored best practices for good governance, transparent decision making, and how collaboration across municipal boundaries can strengthen local governance and support shared goals. Attendees also learned more about the roles of the Ombudsman, the Municipal Peer Network, Kinetic GPO, and SUMA. The evening event for in-person attendees included dinner at Cure Kitchen + Bar, with a presentation on the 2025 forest fire season and the resilience of northern communities.



We Help You Save **MONEY**



SUMA is the benefit provider of choice when it comes to Saskatchewan municipalities. We insure over 300 municipalities, which equates to providing coverage to 2400 municipal employees and their dependents. SUMA's Group Benefits

program offers a full line of benefits and coverage that can be extended to full-time, part-time, and seasonal employees, as well as elected officials. Coverage is completely customizable based on your employee's needs. Options include health, dental, vision, disability, life insurance, critical illness, and accidental death and dismemberment benefits. Members also have access to Human Resources services and the Employee and Family Assistance Program (EFAP), which provides counseling services

accessible anytime and anywhere, along with a wide range of work life and wellness services.

SUMA also provides insurance for volunteer fire fighters and first responders. Volunteers are covered for injury whenever they are on duty and coverage can also be extended to provide 24-hour coverage. Volunteers may also participate in the EFAP program, which provides them with the tools needed to ensure they are performing at their best when entering a high-risk situation.

We Help You Save **MONEY** *continued*



In October 2020, SUMA transitioned its group purchasing to Kinetic GPO, a Canadian based group purchasing organization (GPO) with diverse contract offerings for the broader public sector and MASH entities across Canada.

Kinetic GPO was established with the specific purpose of reducing procurement cost by leveraging the purchasing power of group buying and saving members time by simplifying steps to procure. Kinetic GPO makes cooperative purchasing as simple as possible. ***There is no charge to become a Kinetic GPO member, no volume commitments, and membership is not an exclusive agreement.***

By becoming a member of Kinetic GPO, SUMA members can benefit from:

- Increased purchasing power
- Decreased workload
- Decreased time to a spend decision
- More spending dollars
- Improvement in best practices
- Lower purchasing risk
- Assurance of compliance to trade agreements
- Savings beyond price
- Continued growth

In addition to the legacy CentralSource contracts, member municipalities can access

an extensive list* of national contracts through Kinetic GPO which includes:

- Job Order Contracting: Gordian
- Elevator Consulting Services: KJA Consultants and Solucore
- Pest Control and Related Services: Orkin
- School Supplies and Related Items: Wintergreen
- Learning Management System Software: Premergency
- Energy Conservation Solutions and Related Services: Greenwave Innovations
- Energy Consulting and Related Services: ECNG
- Online Business Marketplace for Good and Services: Amazon Business
- Project Management: Colliers
- Equipment and Tool Rental: United Rentals, Herc Rentals, and Sunbelt Rentals
- Alarm and Security Monitoring: Johnson Controls
- Supply of Tires, Accessories and Related Services: KalTire
- Office Suppliers: Hamster, Grand & Toy and Staples
- Electrical Vehicle Charge Stations and Services: ChargePoint and Flo
- Food Products, Supplies, and Services: Foodbuy
- Medical Training Equipment and Supplies: Laerdal, Pocket Nurse
- Fuel and Fleet Management and Related Products and Solutions: Assetworks, Element
- Staffing Services and Related Services and Solutions: Manpower, Insight Global
- Office Furniture Installation and Related Products and Services: Haworth, Steelcase, Krug, Staples
- Medical Furniture Installation and Related Products and Services: Grand & Toy, Intellicare, Steelcase and Krug
- Educational Furniture Installation and Related Products and Services: Steelcase, Grand & Toy, Humanscale, Wintergreen, Krug
- Real Time Location Systems (RTLs): Ainsworth, Honeywell
- Traffic Control Products: ATS, Universal Group
- Paper Products: Imperial Dade, Staples
- Information Technology Equipment and Hardware Products: CDW
- Print Services and Equipment: CDW, Xerox and Ricoh
- Transportation, Golf Vehicles and Related Accessories: ClubCar, Toro
- Roofing Supplies and Services: Garland and Tremco
- Building Supplies, Services and Walk-In Option: Home Depot
- HVAC Equipment and Services: Trane
- Janitorial and Cleaning Supplies: Staples and Imperial Dade, Grand & Toy, Flexo and Swish,
- Playground and Outdoor Fitness Equipment, Site Accessories and Surfacing: GameTime, BCI Burke, Henderson, Blue IMP and Playcraft
- Maintenance, Repair and Operations (MRO): Grainger, Lawson, and Fastenal
- Grounds Keeping Equipment: Toro
- Surplus Auction and Related Services: GovDeals
- Automotive and Fleet, Parts, Accessories, Related Products and services: Kent Automotive
- Sports Surfaces, Installation and Related Materials: Tarkett Sports Canada/Field Turf
- Flooring Products, Installation & Related Solutions: Milliken
- Fabric Sports Structures & Related Services: Farley Group
- Rental of Uniforms, Mats, Mops, Towels and other Related Products and Services: Cintas
- Warehouse, Material Handling and Production Support Solutions: Global Industrial
- Supply of Various Bike Assets, including Parts and Accessories and Services: Western Cycle and Sweet Pete's
- Document Management, as well as Document, Media, and Hardware Storage and Destruction Services: Iron Mountain

We Help You Save **MONEY** *continued*

- Engineering Services: Associated Engineering, Engineering Link, WaterFedy and Design Works Engineering
- Lactation Pods: Mamava
- Parking Management Solutions: Honk, Parking BOXX, Precise Parklink
- Water Treatment Chemicals, Supplies & Services: Chem International
- Armored Car Services: Brinks

*list as of December 1, 2025

What is a Group Purchasing Organization (GPO)?

Group purchasing organizations primarily exist for one simple reason: to help businesses interested in buying similar products gain leverage through combined purchasing power.

Beyond savings, what other value add services are offered?

Kinetic GPO actively manages contracts throughout their term. Key performance indicators are monitored, and the Kinetic team provides ongoing education for suppliers to ensure they are operating in compliance with the terms and conditions of the contract.

What is the advantage of buying through Kinetic GPO?

Kinetic makes cooperative purchasing as simple as possible, yet the compliant process provides the legally required competition for their contracts. They do the work, you save the time and money.

Additional advantages are as follows:

- Voluntary access to contracts, with no spend or volume commitment;
- Continuously increasing choice of a wide range of collaboratively-sourced and competitively-priced products and services available through the contract;
- A fair, open and transparent procurement process to ensure compliance with both national and regional trade agreements;
- Cost-efficient and time-saving way to meet your municipality's procurement needs.

For additional information pertaining to group purchasing or on a Kinetic or CentralSource contract, please reach out to a member of the Kinetic GPO Western Office at 306-525-4395.



SUMAssure is your trusted insurance and risk solutions partner, providing exceptional expertise, service, and support to members in the areas of municipal property and liability insurance. SUMAssure is owned by participating Saskatchewan member municipalities, administrated in partnership with Aon, and governed by a Management Board comprised of elected officials and municipal administration. With the addition

of eight new member communities in 2025, SUMAssure is the municipal insurance provider of choice representing 57% of the total urban municipalities in Saskatchewan.

In 2025, SUMAssure began the roll-out of the Insurance Appraisal Program in partnership with Suncorp Valuations. This program provides its members with property valuations of all municipal property and equipment within their program at no additional charge to members. To date, 30% of members have either completed or are in the appraisal process. Additionally, SUMAssure launched the Community Sponsorship Program supporting 11 member community events to a value of \$4550. In 2026,

the program will grow to support member communities to a value of \$10,000. Lastly, SUMAssure remains committed to providing risk resources to members. In 2025, SUMAssure provided sessions on equipment inspections, special events liability, sidewalks inspections and maintenance, and helping council and administration protect the residents and municipality.

SUMAssure is committed to being a partner in keeping Saskatchewan communities safe. For more information on SUMAssure, visit www.sumassure.ca.

We Represent Your **INTERESTS**

In 2025, advocacy meetings were conducted with various cabinet ministers, both federal and provincial, to bring your issues and concerns to all levels of government. We met with both cabinet and opposition/shadow ministers to make sure the full story was delivered.

We have continued with virtual initiatives developed last year, such as video advocacy, using our social media channels to push our messages to a wider audience and play our part in the wider political conversation throughout the province and country.

This year was a federal election year, so we focused heavily on federal advocacy.

There were over 80 Board and Committee meetings held both internally and externally to further advance your interests, resulting in hundreds of reports and briefing packages written, and dozens of key decisions made.

Read about some of the successes that resulted from these meetings below.

SUMA SUCCESS STORIES

Federal Election Strategy

2025 was a Federal election year. As part of the lead up to the election, SUMA conducted an advocacy campaign outlining the ways we wanted to see the next government work with and for our members. For the 2025 Federal Election Campaign, SUMA identified three key themes to be addressed throughout the campaign:

1. Infrastructure
2. Economy
3. Community Safety and Wellbeing

We called on all federal parties to present platforms that address the following issues:

INFRASTRUCTURE

- Municipal funding and infrastructure needs
- Broadband connectivity
- Municipal development costs

ECONOMY

- Getting products to market
- Border services
- Inter-provincial trade barriers (and/or tariff challenges) as an impediment to growth in small communities
- Return of carbon tax funds to municipalities
- Canada Post service reduction

COMMUNITY SAFETY AND WELLBEING

- RCMP resources
- Non-market housing support
- Funding for municipal emergency services
- Changes to the *Canada Health Act* to support mental health and addictions

Establishment of the Municipal Eco-Action Centre

After several years of receiving no funding or action from any orders of government, SUMA was able to leverage partnerships with other organizations to create the Municipal Eco-Action Centre (MEAC) in partnership with Eco-West.

The Municipal Eco-Action Centre (MEAC) is a made-in-Saskatchewan solution designed to close this gap. MEAC is a proposed, centralized hub that would provide support to municipalities as they plan, fund, and implement climate and environmental initiatives. Built to empower communities of all sizes, MEAC ensures equitable support especially for those serving vulnerable populations.

Additionally, MEAC will provide funding, technical assistance, and education to municipalities to help them lower energy costs, reduce greenhouse gas emissions, and improve climate resilience.

MEAC also supports the adoption of clean technologies, including electric vehicle infrastructure, solar energy systems, and other innovative solutions to help communities transition to a low-carbon future.

Through MEAC, Saskatchewan municipalities will benefit from:

- Streamlined access to climate-related funding and support
- Customized technical assistance and training
- Collaborative partnerships across municipalities, the province, and key stakeholders
- Enhanced capacity to meet both local and national environmental goals

We Represent Your **INTERESTS** *continued*

Hosting Federal Minister of Finance and National Revenue

In November, SUMA hosted the Honourable François-Philippe Champagne, Canada's Minister of Finance and National Revenue, for an armchair discussion moderated by President Randy Goulden. The conversation focused on key topics including agriculture, trade, energy and natural resources, infrastructure, housing and affordability, and innovation.

Healthcare Consultations

SUMA was invited to participate in consultations on the future of healthcare with the Official Opposition. Alongside MLAs Meara Conway and Jared Clarke, we provided input on addressing the healthcare worker shortage, enhancing primary care in towns and villages, and improving mental health and addictions services, among other priorities.

Pre-Budget Meeting with Minister Hindley

SUMA President Randy Goulden met with Minister of Education Everett Hindley as part of our pre-budget advocacy. During the meeting, President Goulden raised concerns regarding libraries and the proposed school sites legislation.

ADVOCACY

SUMA's 2023-25 Advocacy Priorities

- Resolutions advocated on during 2025 (by year of resolution)

2023 

Homelessness and Liveable Social Support

- SUMA met with both the Ministers of Social Services and Mental Health and Addictions, Seniors, and Rural and Remote Health to discuss the need for reform to the social support program in Saskatchewan. We know that having a

stable, reliable, and safe place to live is a foundational need and reduces the incidence of mental health problems and addictions; domestic violence; hospital admissions; arrests and incarceration; and both violent crime and property crime.

- One of the first steps in solving the homelessness crisis being experienced by Saskatchewan's hometowns is to increase the amount of funding provided to those on social support programs.
- Additionally, there are approximately 3,000 vacant social housing units in the province. We requested these units be

maintained, made fit for use, and made available to those that need them.

PST on Municipal Construction

- SUMA's City Mayor's Caucus put out a press release relating to PST on municipal construction. Based on data gathered by SUMA, medium-sized cities in Saskatchewan returned 24-39 per cent of their total Municipal Revenue Sharing grant back to the province in the form of PST on construction projects in 2021.
- We met with the Minister of Finance to advocate for changes to Municipal

ADVOCACY *continued*

PST on Municipal Construction (continued)

Revenue Sharing that would make municipalities whole for the money lost to PST on construction services.

Funding for Municipal Landfill Decommissioning and Reclamation

- SUMA has continued to advocate for funding for municipal landfill decommissioning and reclamation. We have met with the Minister of Environment several times and he and his staff have indicated Government of Saskatchewan is currently awaiting news from the Federal Government on a new funding agreement, and assured us that landfill decommissioning and reclamation is a priority for his Ministry.

2024

Greater Bylaw Enforcement Powers

- We have had extensive discussions with the province about this, focusing both on capacity to enforce bylaws, and the ability to prosecute them. This led directly to the announcement that came out from the Minister of Justice just prior to the election about implementing municipal bylaw courts around the province. We had conversations with Government to see how this could be implemented.

Funding for the Library System

- We partnered with Praxis Consulting to do a deep dive into both funding models and legislation surrounding libraries, so that we can effectively advocate for changes in Saskatchewan. We began mobilizing that information in our advocacy in 2025.

Funding for Urban Parks

- This is an ongoing advocacy issue. We had a meeting with SPRA to discuss various opportunities including potential collaboration and support for municipal park funding.

Increasing Number of Nurse Practitioners

- We have met with the Minister of Health and Rural and Remote Health in which health staffing more broadly is of significant focus. Utilization of Nurse Practitioners has also been part of the ongoing discussions with ministers.

Crop Spray Drift Notification

- We would seek opportunity to follow up with the federal ministry, as the provincial Minister has indicated that this responsibility is shared between both federal and provincial government.

Adding Unpaid Fines to Tax Rolls

- We have brought this to the attention of the Government and municipal bylaw courts are in part, a response to this resolution.

Providing More Support for Animal Control

- This has been part of a larger conversation around bylaw enforcement and will hopefully be addressed with the announcement of municipal bylaw courts. We have also provided comment in the media around this matter.

Anti-Harassment Support

- We continue to advocate on this resolution with Government Relations.

2025

Assistance Addressing Dilapidated Buildings

- SUMA continues to advocate the provincial government for stronger tools, supports, and funding to assist municipalities in addressing derelict and abandoned buildings. These discussions have highlighted the significant financial burden, public safety risks, environmental concerns, and liability challenges municipalities face when managing these properties.

ADVOCACY *continued*

Assistance Addressing Dilapidated Buildings (continued)

- In 2025, the provincial government announced a derelict buildings pilot project to support municipalities in addressing abandoned properties. SUMA continues to call for additional funding and long-term solutions to ensure municipalities have the resources needed to manage complex remediation efforts and the associated community safety challenges.

PST on Construction to Fund Infrastructure Development

- PST on construction was brought up as a suggested solution as part of larger discussions around the need for more stable infrastructure funding from all orders of Government.

Emergency Shelter and Low-Barrier Supportive Housing Funding

- SUMA has continued to advocate for emergency shelters and supportive housing as part of our larger cornerstone advocacy issues surrounding mental health and addictions and addressing their root causes.
- We met with the Ministry of Health and the Ministry of Mental Health, Addictions, Seniors and Rural and Remote Health to discuss the need for these facilities.

Funding for Mental Health and Social Services

- SUMA continues to meet with the Ministries of Social Services, Health, and Mental Health and Addictions, Seniors, and Rural and Remote Health and emphasize the need for more stable, consistent funding for both mental health and social services for our provinces' most vulnerable.

Climate Change Adaptation Support for Municipalities

- SUMA established the Municipal Eco-Action Climate Centre in partnership with Eco-West.
- We continued to raise the importance of a made-in-Saskatchewan solution with the Ministry of Environment.

Enhancing Waste Diversion and Municipal Funding

- We met with the Ministry of Environment to discuss issues in securing funding for decommissioning and reclamation of landfills.
- We advocated that the federal and provincial governments re-introduce shared cost funding specifically for landfill decommissioning and reclamation in Saskatchewan.

- We advocated for the provincial government to establish a dedicated landfill decommissioning fund.

Sustainable Infrastructure Funding for Municipalities

- This was a key part of SUMA's 2025 Federal Election Strategy and was addressed at in-person meetings with the Ministry of Finance in Ottawa in October, as well as discussed with Minister Champagne during his visit in November.
- We met with the provincial Minister of Highways/Sask Builds and Procurement to discuss the need for a new Federal/Provincial/Municipal Infrastructure program similar to ICIP, and the need for infrastructure cost overrun protections.
- We also met with the provincial Minister of Crown Corps numerous times to discuss economic development in Saskatchewan.

SELECTED PARTNERSHIPS

SUMA engages in partnerships that provide benefits to SUMA member municipalities. Among these partnerships are:

SUMA/SARM Policy Moots

The SARM and SUMA policy departments meet to: gain a common understanding of the issues among members of both associations; propose and facilitate partnership opportunities; develop tools and other initiatives that result in an improved legislative/ regulatory environment for Saskatchewan municipalities; improve communication and collaboration between urban and rural municipalities; and to improve information sharing between the associations.

Asset Management Saskatchewan

Asset management is a municipality's plan for how to manage municipal infrastructure in order to provide services to residents and other users in a way that meets their expectations and is financially sustainable into the future.

Asset Management Saskatchewan is Saskatchewan's first working group dedicated to assisting municipal stakeholders in improving the knowledge and abilities in municipal asset management. The website is managed through a collaborative effort of municipal associations such as the SUMA, the Ministry of Government Relations, and individual municipalities that have participated in past asset management training activities and initiatives.

Urban Municipal Administrators Association of Saskatchewan

The seed for the Urban Municipal Administrators Association of Saskatchewan (UMAAS) was planted in the 1950s when a group of town clerks got together to discuss items of mutual interest. The group formed officially in 1957 and has always had the support of SUMA.

Through the years, UMAAS has established a good working relationship with SUMA and various provincial ministries.

For more information, visit www.umaas.ca.

Municipal Leadership Development Program (MLDP)

The Municipal Leadership Development Program (MLDP) is a series of modules or workshops developed exclusively for elected and appointed municipal leaders in Saskatchewan. The modules target specific issues of importance to urban, rural, and northern municipalities. Mayors, reeves, councillors, and municipal staff benefit from this program that is designed to strengthen local government leadership.

MLDP is presently structured around six one-day modules. There are two sessions of modules held each year: a fall session and a winter session. Modules can be taken in any order based on the dates and locations that best suit your schedule.

SARM has made the decision to step away as the administrator of the Municipal Leadership

Development Program (MLDP) after the Spring 2026 sessions. It is yet to be determined if another MLDP partner organization will take over the program.

If you are interested in completing your certificate, we recommend completing outstanding modules by June 2026.

SK Recycles

SK Recycles (formerly known as Multi-Material Stewardship Western [MMSW]) launched its program in Saskatchewan on January 1, 2016. SUMA continues to work with and congratulates SK Recycles on their rebranding and the launch of the household packaging and paper recycling program in December 2024.

Through partnerships like these, we are confident that waste reduction and enhanced recycling efforts in Saskatchewan will significantly minimize waste diversion to our municipal landfills, thereby fostering a more sustainable future for our communities.

PARTNERSHIPS *continued*

Saskatchewan Parks and Recreation Association

The Saskatchewan Parks and Recreation Association Inc. (SPRA) is a non-profit volunteer organization whose purpose is to promote, develop, and facilitate parks and recreation opportunities throughout the province.

SPRA is recognized as the provincial organization representing parks and recreation in Saskatchewan. Active members of the Saskatchewan Parks and Recreation Association represent more than 400 communities and partners province wide. SPRA provides a provincial voice allowing its members to promote and facilitate parks, recreation, and leisure opportunities throughout Saskatchewan.

For more information visit www.spra.sk.ca

Saskatchewan Association of Watersheds Urban Municipal Water Best Management Projects

The Saskatchewan Association of Watersheds (SAW) is a non-profit organization representing nine watershed groups throughout the province whose mandate is the protection of both ground and surface water. SAW is the principal advocate that represents the watershed group's interests and concerns before senior government.

One board member from each member Watershed is a representative on the SAW Board of Directors.

Saskatchewan Water Security Agency

The Federal and Saskatchewan governments through the Saskatchewan Water Security Agency (WSA) announced \$1 million funding for community flood plain mapping. The partnership will be a 50/50 cost share between the two orders of government. WSA identified the following municipalities at risk of flood damage:

- The cities of Melfort, Moose Jaw, Regina, Saskatoon, Weyburn, and Yorkton.
- The towns of Arborfield, Cudworth, Eastend, Foam Lake, La Ronge, Lashburn, Maple Creek, Tisdale, Wadena, Watson, and Wolseley.
- The villages of Air Ronge, Borden, and Gainsborough.

Water Council for Saskatchewan (Saskatchewan Chamber of Commerce)

The Water Council for Saskatchewan (WCS) is an advisory body set up by the Saskatchewan Chamber of Commerce as a water governance and management structure. Membership includes stakeholders from private businesses, water stewardship, conservation agencies, academia, and municipal associations.

Prairie Skies Integration Network

Prairie Skies Integration Network (PSIN) operates from Moose Jaw, as part of Canada's Local Immigration Partnership (LIP) initiatives. PSIN fosters collaboration, promotes diversity, and



builds inclusive communities across the South-Central region of Saskatchewan to ensure newcomers can thrive and contribute to the local economy. SUMA is a member of the Partnership Council, the decision-making body that supports PSIN's strategies and initiatives.

<https://psinetwork.ca/>

Urban Highway Connector Program Partnership

The Urban Highway Connector Program has been woefully under-resourced since its inception. While the agreements between cities and the province require MHI to pay for first rehabilitation on UHCP roads, these are done only on MHI's schedule and based on available funding. The City of Prince Albert has successfully negotiated a partnership agreement that is available to be modelled by other cities.

PARTNERSHIPS *continued*

Municipal Immigration Network

In 2022, SUMA launched the Municipal Immigration Network. The network is open to municipal leaders including elected officials and administration from SUMA member municipalities.

The network will serve as a regional hub to provide municipalities with the opportunity to learn best practices in attracting, welcoming, retaining and integrating immigrants in Saskatchewan hometowns.

In addition, the network will help municipalities to promote regional collaboration and the benefits of diversity and inclusion. Also, the network will help municipalities identify barriers that immigrants face and recommend ways in addressing them.

Saskatchewan Association of Immigrant Settlement and Integration Association (SAISIA)

SAISIA is a non-profit organization that serves newcomers by providing settlement and integration agencies in Saskatchewan with access to professional development and opportunities to network, as well as links to resources they can use to strengthen and enhance their internal procedures, client programs and services.

SUMA has been collaborating with SAISIA on different issues including welcoming Ukrainian displaced persons and Afghanistan refugees.

Municipal Peer Network

The Saskatchewan Municipal Peer Network is available to assist municipal leaders as they face diverse challenges in their role as an elected official or administrator. The Municipal Peer Network connects municipal officials and administrators with highly experienced mentors who can provide advice and suggest options to help resolve disputes. Mentors are veteran municipal administrators and elected officials who offer guidance and support from their own experiences to help resolve issues at a local level. There is no cost to the service and conversations between a mentor and peer are confidential.

The Municipal Peer Network is a collaboration between SUMA, SARM, Government Relations, UMAAS, and RMMA.

Assemblée Communautaire Fransaskoise (ACF)

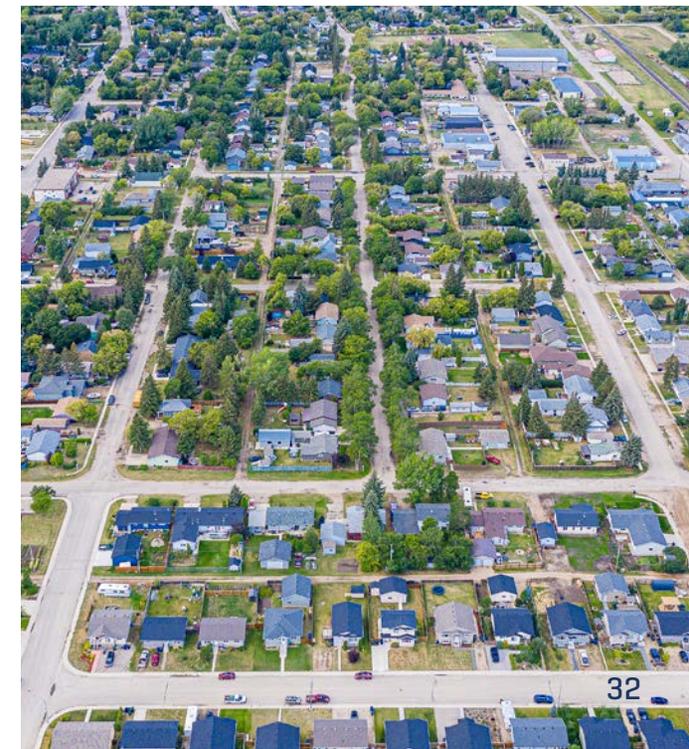
The Assemblée communautaire fransaskoise (ACF) is the principal spokesperson for the French-speaking community in Saskatchewan. The role and influence of ACF is to see the ongoing development of the Francophone (fransaskois) community.

SUMA is collaborating with ACF to assist our Francophone members to become recognized as officially bilingual by the Government of Canada.

Eco-West Canada

Eco-West Canada (EWC) is a national not-for-profit organization based in Winnipeg, Manitoba. Since 2008, EWC's mandate has consisted of promoting the sustainable economic development of Canada's rural municipalities through the planning and implementation of a green economy infrastructure. EWC's activities include assisting rural and urban municipalities as well as other clients in developing and implementing green projects by capitalizing on the synergies created through local and regional action planning.

SUMA has been working with Eco-West on the development of a Municipal Eco Action Centre in Saskatchewan.



PARTNERSHIPS *continued*

Office of the Treaty Commissioner (OTC)

The mandate of the Office of the Treaty Commissioner (OTC) is to facilitate a bilateral process to discuss treaty and jurisdictional issues between Saskatchewan First Nations and the Government of Canada, with the Government of Saskatchewan present as an observer. The OTC works to make sure the people of Saskatchewan have a good understanding of treaties, the treaty relationship and reconciliation, through the education system, livelihood training, offering a speakers bureau, holding events, and sharing the stories of people's call to action.

SUMA and the OTC signed a memorandum of understanding with the aim of working together to promote understanding of Treaty rights and Truth and Reconciliation among Saskatchewan's urban municipalities and to facilitate relationship-building between First Nations and municipalities.

Saskatchewan Economic Development Association (SEDA)

SEDA is the provincial backbone organization for those engaged in community economic development in Saskatchewan. Since 1984, they have assisted communities to become investment ready. As a systems convener, SEDA enables solution-focused approaches to community economic development in Saskatchewan. Their aim is to create synergies between communities and sectors; across geographic and institutional silos, to nurture transformative change and innovation.

The Saskatchewan Economic Development Alliance and SUMA work together to help communities become investment-ready. As a systems convener, SEDA fosters cross-sector collaboration and innovation, supporting local economic development strategies that drive growth and resilience.

Saskatchewan Municipal Awards

Established in 2006, the SMAs celebrate the excellent and innovative practices of Saskatchewan's municipal governments. These awards are presented annually at the SUMA and SARM Annual Conventions.

The Saskatchewan Municipal Awards is a partnership between New North, the Saskatchewan Association of Rural Municipalities (SARM), the Saskatchewan Urban Municipalities Association (SUMA), the Rural Municipal Administrators Association (RMAA), the Urban Municipal Administrators Association of Saskatchewan (UMAAS), and the Ministry of Government Relations (GR).

Agricultural Producers of Saskatchewan (APAS)

The Agricultural Producers Association of Saskatchewan - or APAS - has been the voice of Saskatchewan's farmers and ranchers since 2000. APAS is Saskatchewan's only democratically elected, producer-run, non-partisan, grassroots, general farm organization. They work on behalf of members to address the most important issues facing the province's agriculture sector, including rail transportation, carbon taxation, business risk management, seed royalties, and water policy, to name a few.

The farm economy is the foundational engine of Saskatchewan, and urban prosperity is fundamentally dependent on rural viability. This shared understanding is why the APAS-SUMA partnership is so crucial.

By working together on common issues, we present a unified, powerful front to all levels of government, ensuring policy decisions build strength across the entire province, from the smallest town to the largest city.



PARTNERSHIPS *continued*

Johnson Shoyama Graduate School of Public Policy (JSGS)

In June 2007, the Johnson Shoyama Graduate School of Public Policy (JSGS) was established as a joint collaboration between the University of Regina and the University of Saskatchewan, after extensive consultation with senior leaders in government, industry and academia. Since then, the JSGS has swiftly become one of Canada's leading policy schools for educating graduate students and public servants interested in and devoted to advancing public value.

In 2024, SUMA signed a memorandum of understanding with the Johnson Shoyama Graduate School of Public Policy to support a Mitacs-funded post-doctoral position focused on municipal sustainability. This partnership bridges academic research and municipal practice, fostering evidence-based solutions to complex challenges.

Targeted Sector Support (TSS)

Administered by the Saskatchewan Urban Municipalities Association (SUMA) and overseen by a steering committee that includes SARM, New North, and the Ministry of Government Relations, the Targeted Sector Support (TSS) program is tailored to help municipalities work together to solve shared challenges.

Municipalities often face resource constraints, administrative hurdles, and governance complexities for starting new or costly initiatives beyond normal operations of the municipality. Targeted Sector Support (TSS) Grant Funding directly addresses these issues by reviewing applications to fund 75% of these costs with the intent to encourage inter-community collaboration, enhance governance and capacity, and drive innovation in service delivery.

Each project can receive up to 75% of eligible costs, capped at \$100,000 maximum funding, making it a high-impact, low-barrier opportunity for municipalities to innovate and grow.

SUMAINvest

In 2025, SUMA and the Saskatchewan Community Foundation partnered to create SUMAINvest, a tool for municipalities to grow their financial reserves through a diversified investment portfolio professionally managed by the Saskatchewan Community Foundation.

Many Saskatchewan municipalities are currently holding reserve funds in cash or term deposits. The SUMAINvest program is a new option for municipalities to grow their reserves in an investment portfolio with low administrative costs that has an average annual return of over 10% in the past five years. Participating municipalities will receive quarterly financial statements and access to a secure online portal for real-time tracking.

SUMAINvest is open to all Saskatchewan municipalities, with a minimum initial investment of \$10,000.

To learn more about SUMAINvest, visit www.sumainvest.ca.



305-4741 Parliament Avenue
Regina, SK
S4W 0T9
306-525-3727
suma@suma.org