



Report on the
SUMA Municipal Symposium:
The Future of Municipal Development
Moose Jaw, Saskatchewan

August 29, 2019

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Executive Summary

Sixty elected municipal officials, city managers, and provincial government representatives gathered in Moose Jaw over two and a half days to project 20 years into the future and imagine what their community could look like then.

Participants heard subject-matter experts who described current and potential future challenges specifically focusing on governance, infrastructure, and public safety. This was followed by facilitated breakout sessions on each topic allowing all participants to engage and contribute to the conversations in a meaningful way.

Breakout groups identified major themes and objectives germane to their environment with regards to governance: While most participants recognized the dedication of municipal council and supporting staff, a need for clarification of roles and responsibilities, and improved management training was expressed. Also, inclusive and transparent dialogue both from within and outside the communities could help bridge differences and offer opportunities to solve issues that are affecting the governance approach of regions and districts.

Aging infrastructure was clearly identified as a major pressing issue. It was recognized that there is an urgent need to develop innovative approaches to asset management as funding is limited. Participants provided examples of regional models that allowed for the sharing of resources and professional expertise. And rate payers need to, not only be consulted, but also be educated with regards to cost associated with developing and maintaining infrastructure.

Participants recognized that effective public safety is predicated upon a broad community-based response. Promoting all-inclusive program such as the HUB model, youth programs, food bank, and advocating for strong social networking could go a long way to ensure public peace. Public safety is not solely a local issue: It was acknowledged that it goes beyond local boundaries where open and timely communication should be the rule for local RCMP members, Community Safety Officer, by-law officers, first responders, town and RMs.

Most participants hold a positive outlook for the future. They acknowledge that to meet challenges that are looming over the horizon, cities, towns, villages, resort villages, and RMs may have to pool resources either operating as a regional entities or districts. In that context, it was suggested that SUMA and SARM become one single entity to a stronger collective voice for all municipalities.

Symposium participants engaged in a dynamic exercise that laid the themes that clearly state the WHAT that needs to be accomplished over the next 20 years. And the brainstorming process allowed objectives to be defined expressing the WHY these themes are important.

Now the challenge going forward will be to define and align HOW to get there.

P-Y Bourduas, MOM, MA
President, P-Y Public Safety Management Inc.

Agenda

Sunday, July 28, 2019

5:30 p.m. - 8:30 p.m.

Welcome Dinner

Temple Garden Hotel and Spa, Salon A&B

Keynote Address: Pierre-Yves Bourduas, P-Y Safety Management Inc.

Monday, July 29, 2019

9:00 a.m. - 12:00 p.m.

Governance Panelist Presentations and Breakout Session

Mosaic Place, Colonsay/Esterhazy Room

Moderator:

Pierre-Yves Bourduas, P-Y Public Safety Management Inc.

Facilitator:

Pierre Viau, Pierre Viau Associates Inc.

Panelists:

Gord Hume - Author and Speaker

Craig Kutarna Gates - Partner, MNP

Kyle White – Governance and Education Lead, Co-operatives First

1:00 p.m. - 4:00 p.m.

Infrastructure Panelist Presentations and Breakout Session

Mosaic Place, Colonsay/Esterhazy Room

Moderator:

Pierre-Yves Bourduas, P-Y Public Safety Management Inc.

Facilitator:

Pierre Viau, Pierre Viau Associates Inc.

Panelists:

Virginia Wittrock, MSc – Climate Research Specialist, Saskatchewan Research Council

Darcy Bear – Chief, Whitecap Dakota First Nation

Harvey Hill - Adjunct Professor, Johnson Shoyama Graduate School of Public Policy

Tuesday, July 30, 2019

9:00 a.m. - 12:00 p.m.

Public Safety Panelist Presentations and Breakout Session

Mosaic Place, Colonsay/Esterhazy Room

Moderator:

Pierre-Yves Bourduas, P-Y Public Safety Management Inc.

Facilitator:

Pierre Viau, Pierre Viau Associates Inc.

Panelists:

Cal Corley – CEO, Community Safety Knowledge Alliance

Roger Chaffin – Former Chief of Police, Calgary Police Service

Dr. Chad Nilson – Living Skies Centre for Social Inquiry

1:00 p.m. - 2:00 p.m.

SUMA Municipal Symposium Wrap Up

Mosaic Place, Colonsay/Esterhazy Room

Address: Pierre-Yves Bourduas, P-Y Public Safety Management Inc.

Breakout Group Process

The objective of the SUMA Municipal Symposium was to identify governance, infrastructure, and public safety issues needing to be framed and addressed in order to manage the future of municipal development over the next 20 years. Three hours were devoted to each topic: the first hour consisting of panelist presentations by subject matter experts (see Agenda), followed by facilitated two-hour breakout conversation sessions.

The following exploratory questions were used to probe each of the three breakout conversations:

With regard to "Governance" ("Infrastructure", "Public Safety") in the context of the future of municipal development over the next 20 years...

What's working and is making a difference?

- This question is designed to identify elements that should continue to be provided.

What's not working that would make a difference if it were working?

- This question points to issues or problems where something that is in existence does not work and needs to be fixed.

What's missing that would make a difference if it were provided?

- This question helps to identify something that does not exist and needs to be provided, acquired, or designed.

What's working and is making no difference?

- This question is intended to identify areas where time and resources are being wasted or misdirected.

Participants were organized into three groups of 20 (A, B, C). These three groups were each divided into four break-out groups of five participants, representing a total of 12 breakout groups. Participants were asked to brainstorm their ideas – one per Post-It note – and stick them to the room walls in their designated breakout group areas.

Participants were informed at the outset that their comments would remain anonymous, not to provide any personal information about themselves or others in their brainstorming points, and that their ideas would be reported *verbatim* and made available to all.

After the brainstorming process participants were asked to proceed to their designated breakout group areas to sort and group the Post-It notes, identify a theme for each grouping, and develop an objective for each theme in order to provide clarity and direction in addressing its requirement. A representative participant from each breakout group presented their themes and objectives in plenary.

Participants were also informed that their themes, underlying bullet points, and objectives would be merged with those of the other breakout groups, and that duplicate themes would be removed, unique themes would be separated with a "/", and that all objectives as well as all duplicate brainstorming points would be preserved. (Note that the themes and objectives are not prioritized).

In the Wrap Up session, participants were asked to imagine themselves in 2039 and write down:

"what municipalities look like after successful management and implementation of governance, infrastructure, and public safety ideas emerging from the brainstorming".

Participants were then asked: in the sequence of events between now and their 2039 end state

vision, to write down:

"the last thing to occur that allowed for this to happen"?

The session concluded with participants brainstorming their ideas as to "what this Symposium makes possible".

Participants' *verbatim* comments are recorded in the Appendix.

Pierre Viau BA (Hons.), MA

Facilitator, Leadership & Change Management Consultant



Breakout Group Participants

Municipality/Organization	Name	Title
City of Melfort		
City of Prince Albert		
City of Regina		
City of Warman	Richard Beck	Councillor
City of Warman		
Government Relations		
Government Relations		
Northern Municipality of Île-à-la-Crosse		
Northern Municipality of Île-à-la-Crosse		
Resort Village of Grandview Beach		
Resort Village of Island View		
Rural Municipality of Corman Park		
Sask. Parks and Recreation Association		
SUMA	Gordon Barnhart	President
SUMA	Richard Beck	Director, Northwest Region
SUMA	Jean-Marc Nadeau	Chief Executive Officer
SUMA	Sean McKenzie	Advocacy Services Manager
Town of Aberdeen		
Town of Asquith		
Town of Asquith		
Town of Battleford		
Town of Battleford		
Town of Biggar		
Town of Biggar		
Town of Blaine Lake		
Town of Creighton		
Town of Cut Knife		
Town of Esterhazy		
Town of Gravelbourg		
Town of Gravelbourg		
Town of Gravelbourg		
Town of Gravelbourg		
Town of Hanley		
Town of Kipling		
Town of Lanigan		

Municipality/Organization	Name	Title
Town of Lumsden		
Town of Lumsden		
Town of Maple Creek		
Town of Maple Creek		
Town of Maple Creek		
Town of Maple Creek		
Town of Naicam		
Town of Nipawin		
Town of Nipawin		
Town of Nipawin		
Town of Osler		
Town of Outlook		
Town of Outlook		
Town of Oxbow		
Town of Preeceville		
Town of Preeceville		
Town of St. Brieux		
Town of St. Brieux		
Town of St. Walburg		
Town of St. Walburg		
Town of White City		
Town of Whitewood		
Town of Wynyard		
Village of Elbow		
Village of Elbow		

Appendix: *Verbatim* Comments

Governance

What's working and is making a difference

Theme(s)	Objective(s)	Brainstorming Points
<p>Cooperation / Regional Cooperation / Collaboration</p>	<p>To stretch resources for common outcomes</p> <p>To work together and grow</p> <p>To grow constructively and foster healthy relationships that benefit everyone</p>	<ul style="list-style-type: none"> • Respect for active volunteerism • Community beautification • Strong leadership • Committed leaders (elected and staff) • Strong / cohesive leadership • Permissive municipal legislation • Transparency • Regional coordination • Regional cooperation • Reaching out and listening to other municipalities around ours • Partnerships • Cooperation • Regional cooperation • Transparency • Regional cooperation <ul style="list-style-type: none"> ○ Lagoon ○ Fire ○ Water Wolf group (district planning that's expended to many regional initiatives) • Sharing ideas with other municipalities (a different perspective) • Good relationship between council and administration • Open minded • Regional meetings • Regional partnerships with 8-9 municipal partners • Collaborative discussion • Regional cooperation • Regional Cooperation • Working with one of our 2 neighbouring RMs • Regional Collaboration • Regional planning commissions • Increasing regional cooperation • More partnerships with First Nations communities

		<ul style="list-style-type: none"> • Regional cooperation • Local engagement • Greater communication within SUMA and membership • Collaboration / cooperation with RM & town • Outreach to local business for ideas • Open and transparent • Regional cooperation • Regional cooperation • Annual / semi-annual public mtgs • Public engagement on municipal decisions • Regional cooperation • Cooperation • Partnership with private sector • Regional cooperation • Local sub-committees for recreation • Partnering with citizens • Regional cooperation • Working with local RM, on cooperation, fire / recreation • Building positive relationships • Cooperation with municipalities • Technology • Regional cooperation • Meeting others • Partnering with RM on community buildings & resources (fire 1st responder) • Positive relationship with rural municipality • Community partnerships • Working with other municipal councils (RM in particular) to plan and fund facilities needed by all) • Partnering • Regional planning • Employee input • Partnerships • Regional cooperation • Fire suppression crew • New water treatment plant
<p>Training / Education & Knowledge / Leadership</p>	<p>To ensure consistent knowledge to do your job</p> <p>To build capacity and grow</p>	<ul style="list-style-type: none"> • Training • Asset management • Budget creation mgmt. • Major infrastructure project near completion

	To provide direction	<ul style="list-style-type: none"> • Good working relationship with knowledgeable and well-trained administrator • Strong administrative team • Capital funding • Well-run elections • Training at beginning of term by Geo. Cuff • Training – webinars, LGA, MLDP, etc. • Education staff and council / transparency / regional cooperation • Council knowing their role – setting policy – not running operations • Education → (transparency “the reason why” • Re-evaluating by-laws and making changes to meet new needs of society e.g. cannabis • No micromanaging • Asset management • Community symposiums • SUMA webinars • Timely information given back to council (within 60-90 days) • Educations session • Empowering staff & building confidence • SUMA advantage • More emphasis on staff and council training • Financial literacy • Leadership training • Strengthening asset management plans • Technology • Education through summer school / symposium • Regional cooperation • Collaboration • Representation from citizens (rate payers) • Building relationships of trust internally and externally • Focus on community need: *good roads – set up levy dedicated to roads. Roads are the best in most municipalities of Sask. • Fiscal responsibility • New young ideas (change in council) • Shared services • Information sharing • Fiscally responsible
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		<ul style="list-style-type: none"> • Increased responsiveness • Future planning • Staff internal/external • Awareness of other models • Thinking differently – not doing what's always been done in the past • Accessibility for training opportunities • Debate with others • Questioning the norms • Good leadership • Technology • Making small changes • Learning to work efficiently and effectively with what you have • Commitment of council members to greater learning and understanding of role of councillors • Official community plan / strategic plan (vision for future) • Strategic planning • Having clear policy and by-law • Knowing roles council and CAO • Training is creating better council • Education • Council cooperation – one voice • Staff – committed and cooperative • Diversity of members of council • Digital meetings • New challenges • Knowledge of what has been done previously • Long term planning • Willingness to seek education and learn • Council cooperation and vision • Strategic planning with relevant reporting • Dealing with quick decisions quickly so citizens can see the system works • Returning the leadership back to the leadership team and department management • Clarification of roles and responsibilities • More involvement of younger people on council • Committed council • Commitment of councillors
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<p>Communication</p>	<p>To ensure everyone on same page</p> <p>To share information in an efficient way</p> <p>To create trust</p>	<ul style="list-style-type: none"> • Cooperative council • Others perspective • Communication Council – Staff – Rate Payers • Communication with residents • Improvement to organization / public communication • Listening and engaging residents • Using a uniform and accessible jargon • Use of social media • Development of regional partnerships, sharing of info and ideas and challenges • Respect of opinions • Respect around council table • Accountability as council and councillors • Working with common goals • Concessions (decision-making) • Improvements to council/staff communications • Common goals (common denominator) • Educated decisions • Strategic planning annually where each councillor and staff has input • Vision planning • Monthly newsletter to each household from council • Roundtable during each council mtg where each councillor talks about their committees & liaison • All councillors kept in the loop by mayor as issues arise • Clear vision • Citizen participation • Working well with others (communications) • Development & promotion of town events • Globalization • Transparency, or at least the push towards transparency • Electoral system • Monthly communication in the coffee news • Listening • Understanding advisory vs operational role • New council committee structure • Identifying roles and responsibilities • Communication with stakeholders • Respectfully questioning the status quo • Diversity of people
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		<ul style="list-style-type: none"> • Transparency • Determining who has what decision making • Engaging the community for guidance • Community engagement • 4-year council terms (allows time to plan & implement change) • Public involvement • Community engagement of council with local groups and businesses • Open, transparency and information sharing • Greater dialogue with senior government • Keeping it simple (reducing barriers and red tape) • Public consultation – to an extent • Involvement • Allows public voice • Having a basis for participation • More means of communication • More openness and transparency • Increased transparency • Communication with citizens • Being visible • People working together to make decisions for the benefit of community • Resident input • Board representation of perspective • Public representation • Election • Community support • Governance accountability • Asking for feedback • Information sharing • Good communication • Being approachable • Communication • Transparency • Transparency • Council and staff working together, one clear message • Communication, transparency
<i>Orphans / Other</i>		<ul style="list-style-type: none"> • Engaged leaders • Community pride • Local representation

		<ul style="list-style-type: none">• Prov grants for infrastructure• Easy online public access to minutes, by-laws and policies• Proper service delivery• Recreation as the stimulus for growth• “Sticking to the plan”• Creating policy – fair, consistent application• Open to new ideas
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What's not working that would make a difference if it were working

Theme(s)	Objective(s)	Brainstorming Points
<p>Financial Planning / Finance / Operations</p>	<p>To understand the impact of current decision</p> <p>To fund the short and long-term plans</p> <p>To ensure the implementation of strategic plan and policies and service level set out by councils</p>	<ul style="list-style-type: none"> • Lack of financial resources • Grant application process (too cumbersome) • Too many governments • Limited long-range financial planning • Timelines imposed (often less than 2 months) for certain grant applications • Government funding • Lack of resources • Grant application timing (often miss construction season) • Communication • Limited ways to generate revenue • Funding • Capital funding (fairness of grants) • Lack of partners to finance mid-range infrastructure projects • Funding / financing for projects • Need more money from senior governments for infrastructure • Grant process • Changes to charges to municipalities • Taxation (municipal limitations) • Increasing mill-rates • 25-year amortization for infrastructure projects • Increased tax payer burdens due to lack of other funding options • Fiscally irresponsible • downloading
<p>Training / Planning / Structure & Policy and Procedures</p>	<p>To train council and staff</p> <p>To be able to execute ideas effectively and efficiently</p> <p>To set the direction of your municipality to be responsive to citizens' needs</p>	<ul style="list-style-type: none"> • Current maintenance practices • Time for more education for staff / admin • Succession gaps – council and admin • Closed mindedness of certain members • Negative attitude of some council, division and lack of looking into the future • Accountability • Focus on short-term over the long term • Policies

- Growth in community
- Communities starting and cooperate
- Incoherent decisions
- Lack of vision
- Apathy... non participation of public when given opportunity to receive info
- Lack of municipal planning (let the asset run to ground, then run to government for new funding)
- People running for office who do not understand governance, ∴ into ops.
- Council micro management
- Council cooperation around the table
- Attitudes of council members
- Unwillingness to work together
- Citizens who don't / can't / don't want to participate
- Not clearly knowing your role in governance
- Personal issue being brought to the table when they need to be left outside
- Drama
- Distrust amongst council
- Slow decision making
- Mistrust of citizen input
- Out of date by-laws and policies
- Not enough emergency management planning on a regional basis
- Long term planning
- Tunnel vision
- Lack of looking forward
- No strategic plan – we don't know where we are going or where we want to be
- Attempts at amalgamation by senior levels
- Status quo little forward thinking
- Too little long-term strategic and financial planning
- Projects not finished
- Common focus of administration and council
- Personal agendas
- Protectionism
- Need for criminal record checks for councillors
- Education for administrators and councillors on roles and responsibilities

- Inconsistent application and enforcement of by-laws and policies
- Direction provided by council, by-law, policy but not being applied consistently
- Cooperation between departments in administration
- Micro managing
- Non complying staff
- Deferred responsibility
- Lack of quality people in the governance structure
- Brain-drain
- Lack of ongoing relevant training for administrators
- Expansion of urbans into rural areas
- Lack of delegation of authority
- Administrator without enough training
- Not enough "key personnel" succession planning
- Succession planning
- Provincial transfer (\$\$) – (PST, marijuana)
- Succession planning
- Decisions influence by personal interests
- Enforcing by-laws
- Not enough education in fast changing world for CAOs
- Councillors not understanding their roles
- Lack of understanding of governance
- Not following governance model
- Understanding roles as council members
- Changing mind
- Financial (conflict of interest)
- Legislative framework (increasingly paternalistic)
- Tax tools for levying takes fairly amongst the property classes
- Inter-organizational integration
- Changing Federal and Provincial regulations (hard on small municipalities)
- Regional cooperation (autonomy protection)
- Clearly defined roles and responsibilities
- Regional partnership
- The Acts not allow room for revenue generation
- Having defined responsibilities, roles, actions for council members
- Regional partnerships
- Tunnel vision

		<ul style="list-style-type: none"> • Lack of thorough strategic plan • The “old” ways • Municipal capacity to manage new regulatory and service environment • Old school ideas, we have always done it that way • Dog by-law • Effective capital project delivery • Doing the same things, expecting a different outcome • Need to have people on council who truly want to be there and make a difference not just fill a seat • To many regulations to meet • Conflict of opinions to move forward = no action • Accountability – no one wants to step up to what needs to be done, or what was done and why • Volunteer fatigue • Volunteer / council fatigue • Lack of participation from citizens • Attendance at public meetings • Apathy from rate payers • Overworked administration • Too little power to solve problems • Lack / downturn, Cameco layoffs • Lack of finances hindering infrastructure improvements / replacement • Not enough federal and provincial infrastructure help • Funding model for infrastructure • Provincial support • Change management • Environmental Δ'd that is forced on communities • Federal support • Process implementation and integration • Not enough money from other resources • Understanding of long-term planning • Data storage / continuity of documentation • Complicated processes or none in place at all • Roads / Hwy 908 / 155 needs improvement • No funding • Strategic future planning (5+ years) • Annual action planning and follow-up (focus)
Accountability / Engagement / Communication	To have inclusive discussions	<ul style="list-style-type: none"> • Not enough time for consistent interaction with partners – limited attendance

	<p>To get ideas and buy-in</p> <p>To ensure transparency</p>	<ul style="list-style-type: none"> • Some municipal cooperation (RMs) • Relationship between town and Rec Board with regard to their role • Communications • Social media Facebook website • Community involvement • Community engagement – lack of interest in getting involved • Communication with ministry • Having discussion with only some members (collusion, back door deals) • Full thought and discussion of ideas / planning • Unwillingness of neighbouring municipalities to work together collaboratively • Lack of communication (between council members, council and administration, etc.) • Clear line of communication • Poor access to data / information • Communication within different levels of government • Less standing committees to ensure all councillors more engaged (we have 4) • Lack of clarity of roles and responsibilities • Media relations • Fear of speaking, unfriendliness to dialogue • Chamber of commerce trying to act as council's official opposition • Lack of understanding of how governance should best work • Community engagement • Council has not engaged community before moving ahead with project of impact • Buy-in from stakeholders • Increased level of service, taking more resources but no change in public perception • Opportunity and time to have engaged dialogue • Open and transparent communication • Transparency • Transparency not where it should be • Council members unwilling to take leadership training • Decision made without consultation and authority • Lack of communication from administration to council
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		<ul style="list-style-type: none"> • Division / competition between RM and town • Mob thinking • Engagement, buy-in, communication, transparency culture • No cooperation with surrounding RMs or communities • Current relationship with local RM • Division of council • Council members stepping outside group consensus with own agenda, both in their communication with rate payers and potential businesses • No regional alliance • Updates of project not happening • Mistrust • Apathy • Indifference • Culture of negativity → finding problems with every solution • Discourse between council and admin • Bruins lost the cup • Senior government support • Councillor understanding of procedures and by-laws • Lack of rate payer understanding of process • Understanding of council's role and admin role
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What's missing that would make a difference if it were provided

Theme(s)	Objective(s)	Brainstorming Points
<p>Communication / Citizen Engagement</p>	<p>To build understanding, support and cohesion</p> <p>To improve dialogue between all levels of governments and communities</p> <p>To provide citizens with a chance for public consultation and education on municipal politics</p>	<ul style="list-style-type: none"> • No commitment • A willingness to do things differently • Lack of positivity • Leadership accountability • Passion • Interest in community involvement • Lack of direction and involvement by Fed. Re: allowing FN partners to participate more with municipalities (two levels of Gov't) • Digital strategy for governance • Easier way to share information • Facilitation / communication skills • Positive attitude, desire to be part of the solution • Easier ways to get people together to problem solve • A vision for the future • Youth engagement • Lack of staff not able to provide info to our community • Community engagement • No consistent collaboration between SUMA and SARM – so members of RM and urban municipalities receive same messages simultaneously • Cooperation • Buy in from stakeholders • Community engagement • Dedicated time to discuss governance • Dialogue between councillors • Bridge between RM and town • Communications between council and administration • More open dialogue (top to bottom and bottom to top) • In-depth support for economic development and attracting new industry • Effective ongoing communication and collaboration with local First Nations • Reconciliation

		<ul style="list-style-type: none"> • Collaborative governance (Province fighting feds, municipal fighting province and neighbours, RMs fighting municipalities) • Cooperation • Unbiased HR to remove barriers / roadblocks • Communication from administration • In-depth support for finding and applying for grants • Accountability and quality improvement focus • Better processes and process management • Citizen engagement • Effective communication with public • Understanding of the communication with public and formats as to how to • Public engagement • Advertising / tourism • Commercial business growth • Common understanding of tax payers → what they get from these
<p>Education / Staff Training / Leadership Training</p>	<p>To develop diverse pro-active, innovative tools</p> <p>To ensure continued growth and knowledgeable leadership, both elected and administration</p> <p>To empower and support our staff</p> <p>To provide good direction for council on their roles and responsibilities</p>	<ul style="list-style-type: none"> • Data • Not enough trained administrators • Willingness for education of council • Consistent training for governors – mandated • More training and education • The proper tools • Enforcement of laws/rules regarding transparency • Education for the public to understand how governance works and systems • Education, training • Minimum informed and trained requirements for elected candidates • Education • Training / education for councillors • Fed and provincial HR to assist with programs / initiatives • Transparency • Adequate training for people within the governance structure (perhaps mandatory training) • A knowledge of communities, key attractor for investors, residents • Higher education, intellectual talent • Regular community and consistent consultation

		<ul style="list-style-type: none"> • Better training for administrators, accounting, leading legislation • More education on governance for administrators and councillors • Proper technology and software • A sense of context, e.g. where does my community fit internationally, nationally, provincially, regionally • Mandatory ongoing education for administration • Compulsory training for potential municipal candidates • Education, ongoing • More education • Initial conversation on delegations and roles, responsibilities, and decision making • Incentive to encourage neighbouring communities to work together on projects (who pays for what, and has control always an issue) • Independence for administrators to advise without fear of being fired • Shortage of well-trained, experienced, knowledgeable administrators • Qualified staff • Support to develop policies and procedures (that are affordable) • Professional development and training • Board governance training • Proper guidance, education on Δ'd to implement • Resources: money & human • More consultation with municipalities before fed or prov regulation choices • Responsiveness • Policies and procedures • New ideas • Money!! • Strategic planning, education, affordable • Commitment • Ownership • Dedication to planning and accountability • Leadership • Regional collaboration • Being an active member • \$
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		<ul style="list-style-type: none"> • Sustainable financial / revenue sources • Boarder tax base • \$\$\$ • Recognition of power outside of cities • Direction • Focus – too many issues to resolve • Little scope to resolve local problems • Involvement outside of meetings (community) • Financial support by Prov & Fed • Engagement from some members
<p>Financial / Finance & Funding /</p>	<p>To achieve sustainability and fairness</p> <p>To ensure sustainable communities by enhancing amenities, level of service and community objectives</p>	<ul style="list-style-type: none"> • Financial capability to address infrastructure issues • Need more capital grants not just programming • Admin time – too many little jobs so not enough time for big things • Government programs to provide funds for infrastructure • More board funding • Money • Council autonomy over taxation options • Technology to allow missing councillors to participate (better than just by phone) when absent • The proper tools • Funding • Additional staff • Revenue • Ability of municipalities to generate profit in some sectors • Taxation abilities other than commercial / residential for towns. • Better system • Tax or grant incentives to encourage business expansion • Appropriate funding • New revenue sources • Consistent transparent funding (grants, loans) • Funding • Funds – funding • Funding for roads • Better revenue sharing • Share of cannabis tax • Ability to amortize municipal projects over 40 years

<p>Other</p>		<ul style="list-style-type: none"> • Money • Local or personalized support • Population • Guidance from prov gov't on formation of municipalities, districts • Fairness to small rural communities • More accessible legal services for councillors and admin • Future mindset • Commitment • Responsible ownership progressive thinking – ideas and solutions to meet challenges • "Big Picture" vs each component, are we still on track? • SUMA to offer innovation awards for one of new projects • Enforcement of good governance practices • Greater diversity • Community planning and engineering services
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What's working and is making no difference

Theme(s)	Objective(s)	Brainstorming Points
Conservation /	<p>To explore new technologies and methods for waste management</p> <p>To educate our rate payers</p>	<ul style="list-style-type: none"> • Closure of landfills • Collection of recycled material that isn't being recycled • Water conservation • Recycling
Same Old Same Old / People in Governance	<p>To initiate change</p> <p>To embrace change</p> <p>To allow a comfort level to broach any subject</p> <p>To lobby for change and restructuring of legislation and funding models</p> <p>To examine existing structures and explore / study other models</p> <p>To encourage and motivate people to become a positive role model for their communities</p>	<ul style="list-style-type: none"> • Certain forms are filled out but are not important or matter • Municipal boards • Electoral process • Governance • Government programs • By-laws and policies • Ability to afford to replace old infrastructure (can't afford it today – can't afford it tomorrow) • Status quo • Status quo council • Capacity building • Education and training • Succession planning • Same people • Elections • Mischief language development / urgency! Attitudes
Public Engagement	To encourage the public in non-traditional methods to ensure participation	<ul style="list-style-type: none"> • Transparency of municipal actions • Engagement • Public meetings
Cooperation	To provide more clarity on expectations	<ul style="list-style-type: none"> • Regional collaboration on economic development • Regional cooperation • Clearly defined roles and responsibilities
Other		<ul style="list-style-type: none"> • Informational mtgs in cities / towns / villages • AGMs (is this for SUMA? Towns, etc. don't have) • Posting things on web site (council agenda) • Department manager report • Increasing funding / revenue • This is not me! Be complacent, ignore issues, go on with day to day work, just pick up your pay cheque • People, councillor / admin not wanting changes

		<ul style="list-style-type: none">• No automation: paying bills with cheques vs online payments• Urban highway connector – in theory it works, no money for road update• Some of the provincial regulations
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Infrastructure

What's working and is making a difference

Theme(s)	Objective(s)	Brainstorming Points
<p>Asset Management / Planning</p>	<p>To develop programs and budget for future</p> <p>To plan funding, needs, life cycle plan, maintenance</p> <p>To effectively and efficiently utilize current and future assets</p>	<ul style="list-style-type: none"> • Increasing awareness and understanding of asset management • Long term planning asset management • Smaller improved equipment • We've developed an asset management plan • Water plant almost complete • Asset management • Technology equipment • Asset management (for those able to develop plan) • 95ish% of streets kept in good condition • Development of infrastructure replacement fund – local • Fire equipment up to date • Parks, playgrounds, rec facilities in decent shape • Sewer mapping • Fund asset management and up-grade through utility rates • Maintenance planning • Trained staff • Human “infrastructure” working well • Our asset management plan • Plan ahead • Updated fire equipment • Education and opportunities to become more informed about asset management • Annual replacement of a portion of infrastructure (e.g. side-walks, hydrants, 1 main valve) • Staff and directors understand their roles • Staff mostly aware of need for infrastructure replacement • Budgets and LT planning • Developing an official community plan for future development and maintenance/replacement • Investing sufficient resource (human and financial) • Preventive work instead of emergency repairs

- Maintaining historical buildings
- Renewal of assets to extend useful life
- Asset management – 10-year replacement plan
- Asset management (paying for the life of the infrastructure)
- Municipal operations maintaining infrastructure
- Improved firefighting training and equipment for rural and town
- Implement public procurement
- Long term planning
- Landfill future cell building and maintenance
- Offsite development fees
- Stay connected with funding streams
- Built a new shop – beautiful
- WIFI
- Garbage collection (household)
- Beautiful cemetery
- Hire a project manager
- Planning and being aware
- Determining needs for infrastructure
- Road/street maintenance
- Protection of roads using proper snow removal funded by city levy
- Volunteer fire department
- Awesome golf course (city)
- New irrigation system
- FCM funding
- The pavement of roads (improvements) using a levy for this cost
- Budget assigned for future infrastructure projects
- Fleet replacement strategy – no emergency replacement but planned replacement
- Improving asset management planning
- Federal/Provincial grants
- Setting up reserves for future replacement
- Managing maintenance
- Proper planning and leadership at a strategic level
- Sewer relining instead of new
- Creative solutions to infrastructure and land use planning
- Compactor for landfill, extending the life

		<ul style="list-style-type: none"> • 5-year plan for upgrades • Asset management • Asset management plan • Need to plan for future 5 years • Accurate mapping and inventory • Proper planning for infrastructure replacement • Identifying higher risk infrastructure for replacement • Starting to rethink facility usage → more efficiencies • Developed a 5-year plan for sewer relining • Defining timelines to replace • Snow removal • Early snow removal • New firehall development with RM • Identifying the gaps • Strategic planning • Long term planning • Landfill • Fire department • Risk analysis • Proper financial planning • Water and sewer • Water treatment plant • Road improvement • Sewer relining instead of new lines • Financial analysis • Our road system for our town • New landfill cell • Water treatment plant • Rules are different for different places
<p>Funding</p>	<p>To ensure sufficient funding available based on asset plan</p> <p>To acquire sufficient funds for operations and improvements</p>	<ul style="list-style-type: none"> • Government funding if we could get some • Successful obtaining infrastructure funding (e.g. winter tmt plant) • Cost-shared funding model • Reserve funding • Informed resources throughout province • Allocating some municipal fund as available • Funding opportunities • Limited funds for projects – lucky if you qualify • Funding availability for improvements • We implement base tax on services such as Sask power, Sask energy and add base tax for infrastructure

		<ul style="list-style-type: none"> • Corporate investment in recreation infrastructure • Government partnered funded new lagoon • RM and town joint funding on comm. Infrastructure • Government funding for water treatment plant
Projects / Water & Waste	<p>To gain and manage projects for future generations</p> <p>To maintain current standards / regs health</p>	<ul style="list-style-type: none"> • Maintaining gravel streets • Main street beautification project – new sidewalks and lights • Water treatment plant • Local improvement (paving streets) better for everyone • Newer RO water plant • Regionalization • New lagoon with regional partners • New sidewalks (main st. improvement) • New lagoon • Regional projects • Almost completed new lift station • Joint use facilities (e.g. fire dep) • Obtaining water from regional pipeline • Attention given to improve our water treatment plant • Plan for new water and sewer • Our water quality is excellent • Water well service on a schedule • Plan for upgrade on WT plant • Water treatment plan facility – water won award for quality • Highest quality of treated water • Upgrades to water treatment plant • Grant funding for water treatment • Certification water / waste water
Partnerships / Regional Partners / Communication & Education	<p>To work together to find better solutions</p> <p>To make informed decisions and community awareness</p>	<ul style="list-style-type: none"> • Increasing council understanding of long-term planning and building reserves • Getting all departments on the same page with priority ranking • Council committees working with associated departments (staff & council) having conversations to budget and plan effectively • Specific committee created for public works and infrastructure • Communication with other rural and urban stakeholders • Regionalization

		<ul style="list-style-type: none"> • Regional partnership to build joint lagoon project • Education and training • Qualified PW staff • Communicating with council • Local input into highway projects through regional transportation planning committees • Elected are more eager to deal with it
<i>Other</i>		<ul style="list-style-type: none"> • Staff locating problem areas • Referring back regularly what makes your community desirable (the vision) • Skilled staff

What's not working that would make a difference if it were working

Theme(s)	Objective(s)	Brainstorming Points
<p>Planning / Asset Management</p>	<p>To expand awareness workshops to include the rate payer and be proactive of the future</p> <p>To plan for a balanced approach to growth – planning and maintenance of existing infrastructure</p> <p>To manage future and aging infrastructure</p>	<ul style="list-style-type: none"> • Repairing (repeatedly) old buildings • Failing or not properly constructed roads • Long term planning asset management statements • A better way to prioritize projects • Sask Power needs to pick up the pace on renewal of lights • Problems getting buy-in from rate payers • Better project planning (scope, timelines, cost) • Technology changes in management systems to upkeep or operate infrastructure • Patch paving • Sometimes council prefers being reactive rather than being proactive • Age of infrastructure / lifespans all needing upgrading same timeframe • Wanting to save money and not investing in the best solution • The “if it ain’t broke, don’t fix it” attitude • Old technology • Water and sewer to new industrial area • Old methods of sewage treatment vs new technology • Water drainage issues • Aging infrastructure that had no replacement plan... now under the gun to fix • Sidewalks / crosswalks (community safety, accessibility, walkability) • Sewage lagoon, landfill, etc. • Age of pipes / systems • Lagoon • Assets captured on paper, leading to better management of assets • Risk assessment not current • Town owned equipment, mowers, tractor grader • Roads are aging and many need rebuilding / re-surfacing but have old water / sewer pipes beneath • Water system • Water treatment plant

- “Band aids” instead of real fixes
- Parks are underdeveloped and aging
- What do we need to do?
- Repeated water main breaks due to aging infrastructure
- Asset management is goal but really only tells us that we already know – we are in over our heads
- Roads – dust control
- Waste water treatment plant needing future major repairs / renos
- Municipal shops need to be amalgamated – 1 shop is going to be condemned
- Maintaining historical sites \$\$\$
- UHCP Urban Highway Connector Program
- Power ‘down time” rates for arenas and seasonal facilities
- Public awareness of the state of infrastructure (and cost to fix it)
- Heritage properties (lack of maintenance and planning) – town recognizes 4 but has only designated one
- Doing nothing (ignoring problems)
- Proper planning – strategic, program management, project management
- Continuity of documentation over multi-year projects
- City hall aging – no future plans for major renos to accommodate security, privacy and accessibility
- Detailed future – 3 to 5-year planning to set aside funds and manpower
- Reactive not proactive planning
- Road / potholes patching not long-term solution
- Aging infrastructure
- Aging sewer and water lines
- Aging infrastructure
- Equipment not available to complete work
- Public perception of town doing nothing
- The ability to maintain all the buildings of the town
- Necessary \$ for improvements
- Experiences / skilled maintenance employees
- Facility upgrades
- Keeping with road repairs

		<ul style="list-style-type: none"> • Limited future planning – increased onus on rate payer to fund through base tax, fundraising, etc. (recreation) • Breakdowns – Sask power outages, Hwy / road conditions • Infrastructure aging • Trade agreements
Policies / Policy & Legislation	<p>To ensure policy remains consistent through election cycles and remains a priority</p> <p>To adapt policy and legislation to meet changing needs</p>	<ul style="list-style-type: none"> • Government policy • Operator minimum standard certificates e.g. level IV landfill • Training • Better cooperation between communities • Some communities do not have asset management capabilities • Ability to obtain/retain trained staff (e.g. engineer) • Integration of technology and systems • Pilot project for unproven technology • Incomplete regulations • Capacity upgrades to existing projects • Rapidly increasing expectations under environmental guidelines • Too much competition between communities instead of work as region (e.g. landfills – should be regional mandate) • How to do it? • Varying and competing uses for water source (Sask river) – irrigators, power supply, recreation, industry, municipal • Procurement processes • Contract compliance • Obligated to accept lowest tender but quality of work not present • Red tape • Changing legislation makes infrastructure non-compliant • Only one town employee has training / knowledge for water treatment and uses as bargaining “chip” • Owner advocacy during an infrastructure project • Issues between town and RM (road maintenance) • Public relations issues
Cost Control / Funding /Finances	To mitigate the financial risk of infrastructure renewal	<ul style="list-style-type: none"> • Underground water / sewer lines old need to be replaced\

	<p>To implement a financially responsible way of funding infrastructure</p> <p>To ensure we pay for what needs to be done</p>	<ul style="list-style-type: none"> • Poorly maintained municipal buildings (rink, town office, etc.) • Roads need paving in community • Severe shortage of funds • Engineering: costs / accountability / scope • Having to wait for or not having available finances • Dust control – money losing issue • Finding proper funding for projects • Cost of replacing aging infrastructure is cost prohibitive • Distance and cost to access engineering resources • Cost of engineering (need to be able to share resources) • Lack of funds • Insufficient / inconsistent funding for infrastructure upkeep • Lagoon capacity needs to be increased • Aging water – sewer infrastructure • Highway connector program <u>NOT</u> working • Funding restrictions (need more gas tax model) • Street repairs – lift station – infrastructure upgrading – asset management program • Funding • Redoing sidewalks a bit of an issue with some residents • Less bureaucratic funding process • No success in accessing Federal/Provincial programs – a minimal fee to get selected / funds • Getting proper gravel • Ability to maintain municipal infrastructures on current budgets / funding • How do we pay for it? • Contract pricing all over the map • Federal/Provincial grants are a lottery • Infrastructure deficit is too daunting for most municipalities • High costs of water and sewer • Competing with larger urban centres for grants • Money sources to replace aging infrastructure • Tax base just not capable of infrastructure replacement • \$ it is tough to be proactive when you are dealing with emergencies • Sufficient funding for rotting infrastructure
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		<ul style="list-style-type: none"> • Lack of funding for infrastructure deficit • Financial capacity is lacking • Transfer funds • Large projects by yourself • Funding taxation and grant process • Investment in post-construction maintenance on infrastructure projects • Funding • Funding (lack of it) • Provincial / Federal access to \$\$ • The requirements needed to provide good affordable potable water • Regulations required from provincial and federal government • Provincial / Federal making unrealistic changes / timelines • Inadequate funding to meet needs • Aging infrastructure → overwhelming investments required • Resources – mechanical • Funding taxes grants • Funding opportunities • Finding funding to pay for the lagoon and / or underground lines • Capacity to maintain asset management plan • Lack of share funding for recreational facilities • Thinking is short term in funding • Other levels of government choosing funding priorities • Contractors cost \$\$\$ for repairs
<p>Capacity</p>	<p>To be able to deliver the work</p>	<ul style="list-style-type: none"> • Qualified staff to operate facilities • Trained / skilled operators • Operational challenges e.g. break down – water lines break • Sharing equipment or resources with regional partners • Decision making • Cooperation with other agencies (Prov.) • Public understanding of infrastructure needs / demands • Public buy-in • Lack of planning

		<ul style="list-style-type: none">• Citizens expecting big city infrastructure and live in small town• Local capacity• Not enough educated employees to deal with failing infrastructure• Skilled employee retention• Honesty• Trust• Engineering timelines• Will of councils to be more innovative• Ability to all get along• Knowledgeable contractors to be able to repair the infrastructure
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What's missing that would make a difference if it were provided

Theme(s)	Objective(s)	Brainstorming Points
<p>Funding / Finance</p>	<p>To develop a sustainable funding model</p> <p>To source reliable funding to maintain capital infrastructure</p> <p>To allow municipalities to provide service efficiently to their communities</p>	<ul style="list-style-type: none"> • Knowledge of where to find funding • Adequate funding • Marijuana tax share • More upper level gov't funds dedicated to infrastructure replacement • Access to private sector funding • Infrastructure fund to cover interest – community to secure LT loan infrastructure fund to cover interest cost • Alternate revenue sources • Financing/ funding • Funding to do all of the infrastructure projects • Community consultation and communication • Community understanding (residents) that they are the owners of community infrastructure • \$ • Funding • Reliable sources of funding • Ability of municipalities to generate enough revenue to fund their share • Budget assignment for future projects • Tax incentives for environmental projects • Now source of consistent revenue for municipalities • Financing assistance (grants) for infrastructure • Grants to improve / replace infrastructure • Outside funding, especially upper levels of gov't • Funding / grant availability • Funding and long-term financial planning • Affordable engineering services • Sustainable funding • Money • Sufficient dollars to fund required upgrades • Proper funding to make "x" infrastructure affordable whether funded on making "revenue from" • Qualified contractors • Needed \$ • Operator training funding • \$

		<ul style="list-style-type: none"> • Communication of available gov't \$ e.g. grants, etc. • Staging • Staff without forward thinking • Innovative funding programs • Government support – forward thinking, common solutions • Financial restraints • Tax sharing agreements with regions • \$ • \$Financing • Updated tax structure • Affordable engineering service • Money\$ • Gov't Corps giving \$ to small communities e.g. Sask Tel • RMs and towns working together \$ • \$\$\$\$\$ • Money • Adequate funding • Adequate resources
<p>Education / Asset Management / Expertise</p>	<p>To develop innovative opportunities</p> <p>To better plan timely asset removal and replacement</p> <p>To teach the importance of forward thinking</p>	<ul style="list-style-type: none"> • Contractors (qualified) • Staffing (qualified) • Education roles and responsibilities • Resources and education to operate / maintain infrastructure • Project management or education of staff to manage a project • Training for elected officials • Regulation requirements • Need collaboration between municipal regarding infrastructure (e.g. regional landfill) • Lack of realistic expectations by public about services require \$ • List of current assets • Training • Annual inspection • Replacement schedule • Water plant – more capacity • Full capital asset management plan • Agreed on priority list to complete long term planning • Asset replacement plan • Expertise (affordable) in determining early detection

		<ul style="list-style-type: none"> • “Lessons learned” from other similar projects • Ability and time for contract management • Renewal to extend useful life for better planning for replacement • Technical expertise • Levels of service expectations • Advocacy for a specific town, village, city • Long term planning for replacement • Required equipment • Local services to help maintain infrastructure • Education how to forecast the needs for “x” infrastructure • Education to understand the “asset” itself and its makeup and design • Newer systems / machines / technology • Knowledge • Skilled staff • Relevant data • Proper support staff • New technology knowledge
<p>People & Project Management / Projects</p>	<p>To develop management processes</p> <p>To enhance quality of life by building sustainable infrastructure</p>	<ul style="list-style-type: none"> • Vendors • Forward thinking council • Finding contractors to do multiple jobs • Guidelines and rules / requirements from Prov / Fed gov’t • Long term planning asset management • Some residents want splash park and / or bike park • Proper funding, planning for the future, cohesive council, right attitude • System-wide priorities list (like education has for schools) • Some regional cooperation (RM vs urban) • A good understanding of what infrastructure is needed in the future (not just replace what we have) • Condition rating on infrastructure (e.g. how long will it last with minimal maintenance) • Sewage lift pump • Water line service to industrial • New water treatment plan • Water system • Curbs, gutters and drainage plans • Expanded lagoon

		<ul style="list-style-type: none"> • Affordable expertise in project management • Sewage system • Innovative technology (solar / wind) • Regional initiatives • Railroads to take loads off roads • Solar-powered street lights to reduce energy usage and costs • Official community plan and direction • Regional collaboration to work with commonly used infrastructure
<p>Communication</p>	<p>To help make the right forward-thinking plans</p>	<ul style="list-style-type: none"> • Buy-in from the public • Municipal consultation • Future growth plans • Thoughtful strategic planning that moves beyond status quo • Local expertise • Future upgrade plans • Contractors • Council with forward thinking • Public consultation • Avenues for proper education on needs to make the right decisions • Attention given to accessibility and access to community facilities • Planning • Partnerships with RMs and other relevant stakeholders • Educating your community • Public understanding of which level of gov't is responsible for what infrastructure

What's working and is making no difference

Theme(s)	Objective(s)	Brainstorming Points
Maintenance Issues /	To plan / implement maintenance efficiently	<ul style="list-style-type: none"> • Sanding / salting in the wind • Buying new equipment to maintain roads, nowhere to store it • Constant repair of water services • Communication between different levels of government on age of infrastructure and needs to maintain
Funding	<p>To have enough funding to build / maintain infrastructure</p> <p>To effectively allocate limited resources</p>	<ul style="list-style-type: none"> • Never seems to be enough for rate payers • Gov't grants: not enough to go around; "expression of interest" format is an unnecessary step / delay! • Provincial funder model for infrastructure projects • Budget – just enough funding to get by / band aids funding • Lack of funding doesn't allow progress • Revenues • Funding grants • Fed gov't / Prov funding • Gas tax rebate
Administration	To ensure management of infrastructure planning	<ul style="list-style-type: none"> • Repetitive policies • Asset management plan without council support or buy-in • Infrastructure replacement not happening fast enough to make a difference
Equipment	To enhance performance of Public Works department; to create partnerships; and to find efficiencies	<ul style="list-style-type: none"> • Identify nuisance by-law for addressing house maintenance but not able to enforce law • Improved water quality at the high cost of water • Water treatment plant has been updated to comply with codes, but we still have pumps on the verge of failure. Risk still exists • Fibre optics to the community but still not available to everyone • Recycling too hard to implement; high costs; too many exceptions • Asset management – we are already too far behind • Water meter replacement program; replacing the meters made process better

HR Management	To better train employees; to establish policies and baseline skills; to ensure employees maintain assets and there is follow through from administration	<ul style="list-style-type: none"> • Job descriptions that aren't current • Street maintenance • Annual staff reviews
Initiatives & Planning / Operational & Planning Risk	<p>To better use information and resources; to ensure follow through on realistic goals</p> <p>To shift to future thinking</p> <p>To assess risk and identify solutions to mitigate</p>	<ul style="list-style-type: none"> • Putting reserve monies away that are inadequate to fund replacement • Grant application process – it is basically a lottery • Multiple consulting reports • Studies that identify issues and projects but no funding for implementation – study on the shelf • Partnerships developed with no capacity to implement change • Using traditional techniques and implementation, job gets done but does not improve anything • No new infrastructure being replaced • By-laws • Doing the same day after day, no creativity (no motivation to change) • Building for what you need now not thinking about the future • Snow removal during a blizzard • Dust control • Growth • Status quo • Union? • Accounting PSAB • Staffing structure • Asset management planning (<u>yet</u> complete but on the shelf) • Asset management plan • Machinery – no staffing • Property owners are putting more value in their property but not the infrastructure that supports it • Lagoon – working but demanded upgrade • Berm – theory works but most likely won't stop all water or any
Orphans		<ul style="list-style-type: none"> • Yearly performance reviews, should be done more often • Education landfill BUT people still doesn't reduce, re-use or recycle effectively, therefore landfill still fills ++

		<ul style="list-style-type: none">• Program or agenda correct but proper completion of plan not done; no follow through to plan• Outdate or slightly incorrect development levies, service agreements fees, amounts or utility rates• Perception that work being done is never enough (although it does lead to infrastructure replacement)
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Public Safety

What's working and is making a difference

Theme(s)	Objective(s)	Brainstorming Points
<p>Enforcement / Safety & Justice</p>	<p>To have active and involved police presence and relationship</p> <p>To enforce law and support enforcement</p>	<ul style="list-style-type: none"> • Coffee with a cop program (Worman) • Collaboration across disciplines (health, social services) • Area crime watch program • Community meetings with RCMP • Community communication in the area • RCMP stopping by community events • Strong relationships between residents (people check on one another) • Youth programming • Education information awareness • Having committed staff and a developed culture of excellence • Develop opportunities / facilities that will engage youth / citizens in healthy activities • Meeting with policing on regular basis to share info • HUB program • Invite RCMP to council meetings • Committed police officers • RCMP updates and crime stat rates • Councillor attends quarterly RCMP detachment meetings • Good relationship with members • Monthly visits by a member • RCMP town hall meetings • Rural crime-watch groups • RCMP visibility • RCMP meeting with elected officials • Increased visibility of RCMP in schools and municipality • Linkage between police, fire, EMS • RCMP attended public meeting to enforce good order "town drunk" in control • Municipal by-laws • Local police presence may be varied and not as consistent as we'd like, but when it is there it is effective as a visible presence

		<ul style="list-style-type: none"> • RCMP detachment located in community • RCMP presence in community • By-law court in Kindersley • Rural crime-watch • Notify by network for public alerts via text message • Sask Alert • Traffic officers • Speed light indicator at schools • Enforced speed limits with flashing lights at school • Have an RCMP detachment and new constable that are approachable and involved • By-law enforcement working – hired Canadian Corps Commissionaires regionally • RCMP presence in community • Rural crime-watch • RCMP presence in the community
Technology /	To be innovative through use of technology	<ul style="list-style-type: none"> • Radar sign coming into town • Security cameras • License plate reader program • Lower speed limit • Radar speed sign •
Community Involvement / Engagement / Communications	<p>To involve numerous aspects of community in safety</p> <p>To provide support and collaboration: volunteers, schools, youth</p> <p>To keep an aware and informed community</p>	<ul style="list-style-type: none"> • Hiring by-law officer has improved community participation in keeping it neat, orderly, welcoming • Community awareness and interaction • Standardization of emergency response • School students often self-monitoring • Social media crime-watch groups • By-laws and legislation • By-law enforcement • Partnerships: protective services, HUB • Food bank being supported and being very well used • HUB model (in some communities) • Overall historical (changing) attitude • Public school visits • Strong social network • Youth programs • Food bank • Recreation facility and programs for kids • Programs like family centres – volunteer run – and youth drop-ins

- Mediation – find option
- Kids sports program through Parks & Recreation
- Kids sport programs
- Community volunteer drivers
- School liaison – presence in schools both elementary and high school
- Bike rodeo – collaboration with local service groups and RCMP to teach bike safety
- Schools working with RCMP
- Police presentation in schools and public forums
- Safe and caring programs through schools
- Positive ticketing: bike safety, kids get to know RCMP members
- Thrift store board run by volunteers and supporting at risk or high need residents financially if they are in a tight spot, plus it provides low cost clothing, housewares, etc. supported by town (provides facility at no cost)
- Fine options and alternative justice measures
- Community involvement from the RCMP at events
- Including and inviting RCMP to events
- Communication through social media WhatsApp, Facebook
- Good relationship with RCMP
- Dialogue
- RCMP having public meetings in community
- Communication with RCMP
- Engagement with residents, people with swimming pools offering up their pool for swim lessons
- Talking about the issues
- RCMP educating through talks in community
- Meeting with the RCMP
- Meeting with the RCMP quarterly
- Building relationships with all sectors of the community
- Community involvement by RCMP / good relations
- Partnerships enhancing community wellness and engagement
- Quarterly RCMP updates
- Social media
- Dialogue RCMP → CAO
- Citizen involvement and buy-in (for the most part)

<p>Creating Safe Community & Infrastructure / Services and Public Safety Assets</p>	<p>To provide and evaluate infrastructure</p> <p>To create a safe environment</p>	<ul style="list-style-type: none"> • inform • Youth centres open • Funding to community organizations (e.g. mobile crisis, SPCA, etc. • School crossing zones • Well trained and supported fire department • Have a local health clinic and ambulance service • Have an experienced and engaged emergency management coordinator (who educates council) • Tearing down abandoned buildings • Housing initiatives • Local senior's association providing resources, activities and social engagement with municipal support (provides facility at no cost) • Local groups working together to fund-raise to provide activities for youth • SGI funding for signs • Street lights • Hospital, clinic and other related healthcare services • Mock disaster training using all first responders from various communities\ • RCMP detachment office • Dedicated first responders • CS officer • Volunteer firefighters • Good rescue people • RCMP presence in community • By-law officer • Crime watch • Security cameras on all town facilities • Development standards to take into consideration CPTED design • Working with neighbouring municipalities to have a by-law officer • Great fire department • Police presence in our community • Installing camera systems • Full detachment complement • Visualization • Full complement of RCMP • Cooperation
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		<ul style="list-style-type: none"> • First responder involvement • Speed sign • Fire department sharing of services • Well trained fire department • RCMP support for community and crime reduction • Swimming pool • Support from businesses and corporation for public safety
Programs, Education	To educate for a healthy community	<ul style="list-style-type: none"> • Willingness to try... attempt innovation • Active council in community • Municipal commitment • Engagement • Educate • Community groups • School administration and programs “active” • Emergency alert programs • Playschool – support for services by town • Providing summer programs for kids of all ages • Summer play programs • Salvation Army public services • Social workers and other agencies available • Researching and utilizing available resources • Social supports right within our small community

What's not working that would make a difference if it were working

Theme(s)	Objective(s)	Brainstorming Points
<p>Communications</p>	<p>To solve public ignorance through public engagement (earnest effort to improve communication with all stakeholders)</p> <p>To decide what needs to be done and what resources are required by using collaboration and information sharing</p>	<ul style="list-style-type: none"> • Overall community economic development employment! • Historical community belief – culture / language / beliefs • Communication between organizations and actors • Communication between community and RCMP / municipality • Community leadership not willing to be part of the solution • Lack of direction by Province regarding involvement by municipal in community safety – well-being • Not looking at “why” the crime happened • Communication between the various groups because they don’t want to get involved • Too much “not my problem” • Lack of problem definition and corresponding lack of understanding by public • Information of trends • RCMP ability to react to issues in a timely manner • Augment of community groups • We talk about the issues but do not follow through • Communication with health and police services • Public concept / education • Separate programming of community between RM and town • Making public opinions more open – old school talk • Interaction with other services • Jurisdictions and protectionism • Compliance • All groups communicating together: fire, RCMP, ambulance, town, RM • Little inter-agency communication or collaboration • Provincial government “blind eye” to drug and alcohol addictions, mental health, and STIs • Drug and alcohol public information • The reactive response compared to proactive • That safety is not a discussion outside of infrastructure

		<ul style="list-style-type: none"> • No education on what is expected of council to help the community feel safe other than policing • Vacant CSO position • Media and social media (negative) • Regional collaboration • Public awareness • No mental health or health care to help with issues • No engagement with schools • No community / town council involvement in social aspect • Social media (not always reliable) • Lack of school engagement • Have a joint community to RM but town different visions of support for community members • Cooperation with RM on CSO program for community
Services / Provision of Services	<p>To find efficiencies with limited resources</p> <p>To identify needs of our communities and how we can acquire them</p>	<ul style="list-style-type: none"> • “Giving up” on troubled youth • Social services system • Blaming the victims or demonizing perpetrators • Access to social services and public services • To far a distance to travel to get counselling • No medical facility • Families falling through cracks – social needs, mental health • Lack of funding for adequate resources • Commitment from organizations • Proper mental health services • Proper drug and alcohol addiction services • School year (no long summer break) • Funding • Short staff at health care
Enforcement / Status Quo is Not Working / Systems	<p>To clarify and define levels of service with follow-up (attention to define by-laws / effective / reinforce)</p> <p>To realign service delivery and policies to address changing needs</p> <p>To ensure enforcement of by-laws to maintain safety and ensure standards of community are kept</p>	<ul style="list-style-type: none"> • Traffic enforcement: speed limit, stop, golf carts • Unclear roles and responsibilities – who's doing what? • By-law enforcement • Lack of presence of RCMP • Shared RCMP with too many communities • Security cameras of poor quality • Stop signs • Golf carts and ATVs on streets • Constant by-law changes • Regional area detachment enforcement areas • Police cost to enforcement

- Non-compliant
- Speed limit signs
- Response time for major incidents far too long
- By-laws
- RCMP involvement with enforcing municipal by-laws
- No mental health in our district
- Lack of funding for prevention programs
- Cost of hiring CSO and RCMP costs (reduce to augment cost of CSO)
- Not enough outreach for people in need
- RCMP are the only safety “authority” or enforcers
- Fine options program
- Limited resources and too large area to cover
- RCMP living in community but not known or active members
- Early childhood intervention
- Police working in isolation
- Reactive policing
- Dealing with young offenders
- Fraud prevention services are inadequate
- Health services lack human resources to deal with addiction and mental health issues in a meaningful manner
- Social services are lacking in the community
- Lack of funding for by-law enforcement
- By-law enforcement
- Budgeting and planning regarding by-law enforcement
- Only having by-law enforcement not broader CSO
- EMO has a plan in place but is not effective – does not meet, no practical practices, etc.
- Expectations of RCMP services
- By-law enforcement focus (all over the place)
- By-law enforcement
- Inconsistent by-laws between town and RM for joint community
- Cost of policing
- Pass by-laws, no enforcement
- Still relying on police to stop bad behaviour vs preventative measures
- By-law enforcement

		<ul style="list-style-type: none"> • Speed regulation • Enforcing tickets in court • Finding the right people to hire for by-law enforcement • Speed limit signs • # of police officers in province • Previous by-law officer • Police are not able to do what we expect from them • Court system • Scooters in town • Developers not adhering to development standards • RCMP short residence • Collecting fees / fines • Accessibility to policing • Accountability for by-law infringement
<p>Lack of Ownership & Focus / Lack of Direction & Engagement</p>	<p>To take ownership and be proactive and facilitate culture shift</p> <p>To effectively communicate and provide leadership direction</p>	<ul style="list-style-type: none"> • Response to crime rather than prevention of... • Greater focus on laws and rules that what can one do to best help the individual, family, community • Culture of people not wanting to be a “tattle tale”, “Narc”, and not wanting to follow “see something, say something” people more concerned with who told on them than what they did • Council committees regarding community safety – wellness – council needs to take ownership and initiative to call meetings and create an advisory group including other orgs (like EMO) • Disruptive “citizen” who interfered with public meetings • Silo mentality not my problem, responsibility, privacy issues • Attitude of “not my problem” • Justice / revenge rather than reconciliation • Levels of expectations of public safety figures • No council committee to address real and upcoming issues • Not a lot of collaboration and involvement with all stakeholders • Lack of direction and action in school and community to address bullying issues in school • Stope-pipe groups and communities and organizations • Lack of responsible organization(s), by-law enforcement

		<ul style="list-style-type: none">• Lack of engagement between mental health and other health, social, justice sectors
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What's missing that would make a difference if it were provided

Theme(s)	Objective(s)	Brainstorming Points
Enforcement /	To allocate additional funding to tailor our needs	<ul style="list-style-type: none"> • By-law enforcement • By-law enforcement (not done by admin) • Community safety officer • By-law enforcement • Members don't want to ticket locals
Supporting Services /	To be proactive rather than reactive	<ul style="list-style-type: none"> • Access to social and public services • Summer activities are available for young people (less than 12), much less for teens • Medical office counselling • Mechanism to work together (diff. dept or agencies) • Way for people to ask for help early (for them or others) • Communication between various groups • HUB – communications amongst all safety public groups • Ability and willingness to work with neighbourhood watch groups • Training • Grants • Consistency e.g. "RCMP just get know residents – then have to move" • Province mandate municipal involvement in community well-being (Ontario model)
Communication	To increase education to bring all parties together	<ul style="list-style-type: none"> • Respect for value of municipal governance – undervalued by Prov. <i>et al</i> • Communication • Someone to bring all the NGOs and governments together
Programming / Prov-Fed Programs & Resources	<p>To provide communities with the resources to promote safe and healthy environments (NB: the above objective was used to define all 3 themes that follow)</p> <p>To have better communications and access to Prov/Fed resources to be able to ensure a safe, happy, healthy community</p>	<ul style="list-style-type: none"> • Working together even internally towards common goals in regards to community safety and well-being • Plan for community safety and wellness goals • Broader community safety and well-being working group • Collaboration with other organizations lacking • Well trained enforcement officers – not RCMP • Collaboration • A comprehensive and community-wide approach to bullying

		<ul style="list-style-type: none"> • More RCMP cooperation in regards to municipal needs • A meeting place or community centre to engage in community building • Community engagement • HUB • Collaboration among all service agencies • HUB implementation in rural areas • Buy-in • Positive hang-out areas • Regular activities and supports at no or little cost to participants (barriers to access and participation exist) • Community support officer • Resources for addiction and mental health issues • Facilities and activities that promote positive wellness • Mental health supports in rural communities • Municipal by-law enforcement • A regular presence for visible community safety (CSO, police, etc.) • Neighbourhood watch • By-law enforcement • Decisions not based on public (social) issues • Regional collaboration and partnerships • Municipal scope is restricted • Resources within community dedicated to public safety • Mental health programs in schools • Better, easier avenue to get provincial help – fire, policing, health • By-law court close to us • More provincial accountability • Community-wide CSO program • Community development approach and focus • Cooperation with RM on joint community matters • Mental health programs • Provincial / municipal collaboration • Funded (zero cost) activities for small town youth • True commitment to get things done • Intentional coordination and outcomes coordinated • Community cohesiveness on social issues • Resources / knowledge • Short staff in all dept e.g. mental health, etc.
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		<ul style="list-style-type: none"> • Accountability with individuals with understanding • Greater share of fine revenue to municipalities • DATA (relevant) • Commitment of council to work <u>proactively</u> to public safety • If it doesn't affect them do not want to get involved • HUB program – lack of focus • Take ownership and work with all areas: school, mental health, social services • Measurements of outcomes
<p>Education / Public Awareness, Knowledge & Responsibility</p>	<p>To provide communities with the resources to promote safe and healthy environments</p> <p>To provide adequate education to all citizens, helping become a better, no judgemental, community</p>	<ul style="list-style-type: none"> • Training for local enforcement re: by-laws • Education • Outward mindset • Healing, forgiveness, looking out for others • Responsibility for self • Mentors for people struggling • Community-wide training and knowledge of what to do in emergencies • Collaboration of all stakeholders to create plan • Communication between community groups / agencies • Decriminalization of drugs – provide help not incarceration • Education to municipalities like this conference on thinking outside the box on safety other than fire, policing, ambulance • People not accepting responsibility for their own problems • Communication between involved partners to make a difference • Public awareness and knowledge
<p>Funding / Money & Funding</p>	<p>To provide communities with the resources to promote safe and healthy environments</p> <p>To provide preventive programs and resources to keep community safe (the need for provincial and federal fund)</p>	<ul style="list-style-type: none"> • Funding for programs • Money • More policing – whether by police or safety officer, etc. • Community commitment / police boards • RCMP involvement in municipal by-law enforcement • Security cameras • Funding to allow for creative long-term program • Legislated funded rural program for addictions • More police presence • More RCMP

		<ul style="list-style-type: none"> • \$\$\$ • Funding for social / community support • More provincial funding, not job cuts to social programming • Money \$
Other		<ul style="list-style-type: none"> • Municipal leadership (if this was true we will not be here)

What's working and is making no difference

Theme(s)	Objective(s)	Brainstorming Points
Police Presence – Support Services/	To improve compliance and avoid “gaps” in treatment	<ul style="list-style-type: none"> • Addiction centres • Jail sentences, sometimes • Traffic signs • More police presence • Member visits don't seem to deter carts and ATVs
By-laws	To create policies that <u>can</u> and <u>will</u> be effective	<ul style="list-style-type: none"> • The problem affronted but lack of desire for a solution to \$ the issue • Meetings of partners do not result in change – mtg for sake of mtg • Attend workshops and provide input but little resulting change
Communication	To inform community, municipality of changes, issues, opportunities	<ul style="list-style-type: none"> • Town hall meetings • Social media groups • Phoning in to report by-laws / laws being disregarded • E-mails
Programs	To improve provision of mental health awareness and services To assess why not working	<ul style="list-style-type: none"> • Hospital, RCMP, fire, ambulance, social workers have the services but no collaboration • Bureaucracy (rules) pertaining to social services • Tele-health • Mental health aps • We have an emergency management plan and coordinator, but the community at large is uneducated and unaware • SCC (school community council) meets and provides fundraising for “things” but is failing to make a difference in safety and mental health
Infrastructure	To assess physical infrastructure needs to increase accessibility and safety – “no dark corners” in main areas	<ul style="list-style-type: none"> • Sidewalks, not all are accessible, no painted crosswalks, many are not effective (only effective for some, not all) • Street lights, they work, but are not enough, too dark in many places
Enforcement	To find other means of engagement vs enforcement	<ul style="list-style-type: none"> • Police enforcement of speeding and distracted driving offences • Speed traps • Reported mischief, RCMP patrol, social media (texting and Snapchat), mischief disappears, patrol complete, mischief reappears

		<ul style="list-style-type: none"> • Casual by-law enforcement (e.g. commissionaires) • RCMP detachment in community
Policing	<p>To proactively mitigate risk by bringing agencies / groups together to assess and develop solutions</p> <p>To help citizens navigate solutions</p> <p>(NB: the above objectives were used to define all 3 themes that follow)</p>	<ul style="list-style-type: none"> • Current policing practices • We have all the services available but they are not used in collaboration • Community safety organization (CSO) • Drug enforcement – repeat offender / addicts need help, not jail • RCMP presence • Policy of today guilty persons off the streets but does not teach • Our speed sign • Signage in general • Current practices – community
Health	<p>To proactively mitigate risk by bringing agencies / groups together to assess and develop solutions</p> <p>To help citizens navigate solutions</p>	<ul style="list-style-type: none"> • Clinic health care • Mental health system • Funding • Strategic • Recruiting • The way accountability is taught, home, school, justice, work
Fire	<p>To proactively mitigate risk by bringing agencies / groups together to assess and develop solutions</p> <p>To help citizens navigate solutions</p>	<ul style="list-style-type: none"> • Fire department • Fire department

2039 End State Vision

What 2039 Looks Like	What Allowed for this to Happen
Complete amalgamation: towns / villages / hamlets / etc.; comprehensive funding → Province	Proactive legislation at all levels: local, provincial, federal
Saskatchewan can brag that our communities are safe, prosperous and caring, our communities are P3s: prepared, pro-active, prosperous	Statistics show total decline in crime and with a high GDP and a vast multi-disciplinary social safety net
Well-funded, organizations that collaborate for the betterment of all stakeholders to make communities of tomorrow	Collaboration and buy-in between stakeholders, partners to make the communities of tomorrow
Community will be more inclusive and knowing your community better	Active welcoming wagon to give all necessary community info
Municipalities collaborating together includes funding, infrastructure and social well-being, have a clear mandate	After implementation, review with stakeholders the results and effectiveness of actions taken
In province – 150 municipalities with urban and rural combined into municipal districts, and SUMA and SARM will be <u>one</u> organization “one voice”	Legislative changes and one convention for amalgamation
Would like SUMA and SARM to make a joint committee to help promote regionalism, teach urban and rural admin and council the challenges of both sides for understanding – less protectiveness or each other “NR and Town”. “space” territory	Boundaries were removed on the territorial feeling between group assoc. on the like
Larger urban centres	Larger corporate farms (automation increased)
Circular economy, thriving rural communities, cohesive municipal councils working for a common vision	Productive public engagement session with residents and multiple stakeholders (with high attendance and participation)
Social media is dead, open engaged citizens, responsible for their own well-being	Continued / open engagement between elected officials and citizens
Sustainable communities	Council buy-in
More overseeing, Prov. and Federal have more laws, less overall communities, with a better education	Greater education process with more focus on those that have the governments to have a willingness to see the process work – regional more than local
Partnerships between municipalities and governments working together to keep ratepayers safer with new stronger governance, and strong infrastructures with the help of technological advances	Accountability that all systems are in place; follow-up
Leaders coming together across all areas, disciplines and organizations to make SK better for citizens	Structures are created that transcend municipal, provincial, federal and non-profit governance structures

What 2039 Looks Like	What Allowed for this to Happen
In SK, there will be only 100 regional municipalities with 1 organization overall	So many municipalities have aligned that the provincial government sees the need to complete the move
Municipalities achieve full satisfaction for all stakeholders	Provincial government assigns full funding to municipalities to accompany accountability
A more comprehensive efficient municipal sector where viable communities have emerged, an environment where municipalities have a strong voice in society	Constitution was changed to give municipalities greater voice
Busy people – robots – a lot more air travel – technology; a lot of construction to replace worn out infrastructure	Change in technology – more vehicles, air travel
Cohesive and coordinated, transparent governance, citizens well supported	Agreed to work together to the single benefit of citizens and communities
Local governance amalgamated into larger governing bodies, potentially county systems, hence more regional cooperation, more focus on regional services	Upper levels of government dictated the change or new reality
Sustainable community connected through all age groups, with a sense of community and a shared vision to create and support the residents and leaders of the future	Regular meetings of representatives from all age groups / demographics to discuss vision and strategies with council
Less jobs, more computer / robotic oversight / continuing problems with social disorder	Tangible efforts need to be made to develop inclusive societies and reduce the disparity between haves and have nots
The number of municipalities will be approximately 20 – SUMA and SARM will be one body and the value of municipal leaders will be lauded (I'll still be a leader)	SUMA & SARM became one organization – all municipal leaders learned the same things simultaneously
Communities / regions have the resources to foster community development and collaboration, residents are healthy and vibrant	Amalgamation of processes and resources between rural and urban municipalities
Municipal governance has found its sweet spot in terms of effectiveness and efficiency, infrastructure is well maintained and funded, and communities are safe and secure	Accountability processes to ensure sustainability
Healthy, safe, sustainable community / progressive	Sufficient funding to create these programs
Safe productive communities who house satisfied, healthy, happy residents that collaborate with each other to maintain this lifestyle and accomplish goals	Total engagement (buy-in) by all citizens in their communities
Small town SK booming like it's 1919! Community life and business better than ever!!	Action

What 2039 Looks Like	What Allowed for this to Happen
Collaborative municipal governments with provincial and federal support providing innovative infrastructure replacement, shared services and programming ensuring viable communities	Implementing the plan created through collaboration
Collaboration efforts will result in regional districts becoming the norm. These districts will result in a more efficient and expanded service delivery system	Mass bankruptcy of individual municipalities
Highly entrepreneurial and functioning municipalities that provide high quality services to citizens, have up-to-date infrastructure and highly engaged and creative councils to lead the community to address citizen needs and wants	A community with responsive programs, highly integrated, financially sustainable, transparent of actions and high citizen satisfaction
Communities that have amenities that support health, safe, viable and welcoming atmospheres	People moved to embrace change, move away from a "me" entitled attitude and become community leaders that have a strong sense of inclusion
A creation of new organization that is holistic incorporating all sectors for the benefit of peoples	An agreement from all stakeholders to work collaboratively with the same vision, unification!!
Communities small and large will be healthy and vibrant	
There will be easier accessibility to health, education, social programs via internet and transportation to and from larger urban areas	
Regular collaboration, higher level community engagement, more public / community driven decision making, more responsibility on municipalities delegated and mandated from provincial and federal levels but without matching funding	Grand opening of a community wellness centre funded by the community, for the community
Administration will be evolved in technology	Cooperation with company planners that have a proactive mind set
Safe and secure communities enabling quality of live	Integrated with other service providers; crafted scope of power; responsive to council, to ratepayers; innovative; stable revenue streams
Regional collaboration is the normal way; community well-being and mental health has a more prominent role than policing, with looking upstream or to the future being the norm	Community buy-in
In 2039 there will be collaboration between all levels of government and stakeholders, where innovation is obvious	Open minds, buy-in and legislation
Collaboration across the country for the well-being of Canadians. No hungry tummies and the youth flourish in safe, supported environments at home and in public	A series of education classes implemented for adults to learn self-regulation, mental health, parenting, etc., to set good examples for their children and our youth

What 2039 Looks Like	What Allowed for this to Happen
To have a safe and caring community working together so we all have opportunities to be our best version of ourselves. Infrastructure – autonomous machines, asset allocation for new construction. Public Safety – evil being dealt with in a direct way; marginal issues and social issues being supported the school and community; inclusive societies	Creative leadership in broad areas seeking positive sustainable communities; working together for greater good
More people in urban centres, fewer villages, hamlets or part of RMs larger RMs may be counties, more people unemployed, larger farms	Vision needs to be shared
Dystopian wasteland – need action on climate change! Taxed to death with equal or less services Municipalities will have to be leaders in everything	Stopped holding big government accountable
A great community with excellent working partnerships, fewer municipalities, larger communities More productive and engaged community members	SUMA and SARM together as collective voice
Communication will be virtually all done through technology Women will dominate councils More recreation "lifestyle"	Decision by council
Increased regional cooperation / collaboration and perhaps even amalgamation – we can do more by working together than separately	Municipalities (urban and rural) agreeing that we can all do more by working together
Bright friendly neighbourhoods with updated infrastructure including sidewalks and paved streets Fully implemented crime watch but social services covering needs Large municipal districts with excessive staff providing multitude of services	Large municipal districts
A place that others come to learn from	The exercise of change was recognized by the new council and they sold the story
Build connections and a network of support to collaborate and continue to strive for cohesiveness within our municipalities and province as a whole	Meetings with key stakeholders Secured funding
Technology driven – everyone will be on the same playing field (will be as one)	Funding, education, awareness Willingness to learn willing to listen
Larger municipalities that will have the capacity to have resources to run that municipality properly and more efficiently	Provincial influence to make larger municipalities

What this Symposium Makes Possible

- It has broadened my thinking and given me ideas to pursue when I get back home
- To gather information to take back to your community to improve awareness with communication and knowledge
- The sharing of best practices
- More connections with other urbans that has led to collaboration of the knowledge base of our municipalities
- Different way of thinking outside the box: working, not working, missing, working but not making a difference
- More awareness
- Reminder of what we need to do
- Allowed me to “talk shop” with like communities
- Helps me to take a positive outside box thinking to my council and community
- Gets us thinking outside the box on future needs
- Shared and common visions
- Help me to see the whole picture
- Concentrate on positives!
- Have a clear vision
- Having different perspectives
- Meeting new people with similar goals to make our municipalities the best they can be
- Practical ideas
- Friendships, discussion, insights
- Learning, reflecting
- “Hot tub”
- Opens the door to create relationships in order to collaborate into the future of our municipalities, Saskatchewan and Canada
- Conversation amongst ourselves and a vision to work toward
- Internal growth (corporate)
- Possibility of proactive work in relation to future, goals, and achievements for our community
- Sharing of ideas and knowledge, generating common goals and brainstorming possibilities and working together to create a new reality

- There are many different ideas, methods of what is best, however, we all have the same vision of making our communities to stay alive, vibrant and a place to live
- Stronger networks
- New and old ideas
- Sharing what works and what doesn't
- Gaining knowledge to pass on to municipal leaders and staff
- Sharing of ideas and learning, understanding current issues and opportunities to make municipalities more responsible, appropriately managed and financially sustainable
- Sharing ideas opens up the possibilities of working together to achieve everyone's shared goals of having great communities in which to live
- Creates new thought process to enhance our communities through additional resources and information for thinking outside the box
- To be heard
- Opens up the communications, shows us we each have the same goals and now lays a pathway in order to achieve those goals for the good of all our citizens
- More forward with progressive ideas
- Thinking outside the box
- Declaring and discussion of options and initiating thinking on doing things differently
- Stimulating thought on what else needs to be explored and discovered
- Very little because the Province hasn't heard it and they drive the "bus"!
- Confirms the common threads of similar concerns that exist among a multitude of different communities
- Confirmation that my ideas for the future are not crazy and gives me confidence to explore and pursue new ideas and a paradigm shift
- Some potential solutions to different challenges – things that we haven't thought about or tried
- New ideas, new colleagues, new enthusiasm
- Change → networking – suggest to rest of council – maybe review the way we do things? Mtgs? Brainstorming future? Ways to help people
- Engage with municipal leaders in discussing the future provided a forum to not only share the harsh realities but to talk about the "white elephant" number of municipalities in the province
- Creates possibility – tools, collaboration and resources – ignite both hope and accomplishment of municipal effort

- This has reinvigorated me and refocused my commitment to my municipality – hopefully I can continue to look and be outside the box
- Knowledge to help communicate within our municipalities how to move forward as a stronger community and prepare for the future
- Thinking outside the box about what could be, as opposed to what is
- The ideas and desire to see a more unified and cohesive regional group shaping the community overall objective
- Not just our community but make all of Saskatchewan the best place to live – Land of Living Skies
- Long term regional cooperation
- Cost savings on programs, infrastructure and safety
- Know that we are not the only one struggling with certain issues and together we have a better chance at finding solutions to overcome it
- That people will learn and develop towards a common goal
- I have waited to see more strategic planning foreseeing which I did not see starting this career – it is the only way to succeed think outside of what is!
- Better communication and friendships established will ensure the goals of municipal districts and amalgamation SUMA SARM
- Municipalities are all in the same position – collaboration efforts can be used to help identify the issues that need to be resolved, identify and search for solutions, provide supports
- To take back info to my council and community that may help us in continuing to maintain and build a happy and safe community for our residents to love
- Building contacts
- Hearing common problems and solutions
- Learning to better communicate with stakeholders (on what you see or how your vision is moving forward) e.g. Apple!
- SUMA has provided the leadership and the venue to open discussion on issues municipalities need to address to be resilient going forward
- New perspectives on: operations, organization, possible funding solutions