

VOLUME 22 NUMBER 2 | SUMMER 2017

# URBAN*Voice*

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

## ASSET *Management*

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VOLUME 22 NUMBER 2 | SUMMER 2017

# URBAN Voice

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## LONG-TERM PLANNING LEADS TO WISER CHOICES

Councillor Gordon Barnhart, President

As summer dawns and infrastructure projects are happening in earnest all around Saskatchewan, this issue of *Urban Voice* steps back to look at the importance of long-term planning that goes into asset management. That long-term perspective helps municipal leaders act as wise financial stewards when it comes to infrastructure.

Asset management is important to hometowns of all sizes. No matter how long your list of assets, if you take the time to build a strong plan, you'll be making the most of every dollar you spend on infrastructure. That's good for roads, reserves, and residents.

In the Town of Saltcoats, our journey to asset management is on its way because we recognize how important this long-term approach is for our community. We are working on an inventory of our assets and are studying replacement costs and timing. We've even teamed up with the Town of Churchbridge, the RM of Saltcoats, and other neighbouring communities to share costs on this study.

The process may seem daunting, but there are people and resources ready to help you. SUMA has been talking to members about asset management for many years. We helped prepare the *Asset Management Getting Started Guide* (now available on our website), included articles in past infrastructure issues, and even held an education session at Convention 2017. This is another great chance to work with and learn from your neighbouring municipalities to share knowledge and costs.

In this issue of *Urban Voice* you'll also hear how important asset management is at the federal level. Read on to find out about a new program from our sister association, the Federation of Canadian Municipalities (FCM). Learn how asset management ties into the next phase of federal infrastructure funding. These valuable programs are already on our radar in Saltcoats and we will be applying for grants.

With all these resources, you can start shaping a long-term mindset on infrastructure that will pay off for years to come. ■

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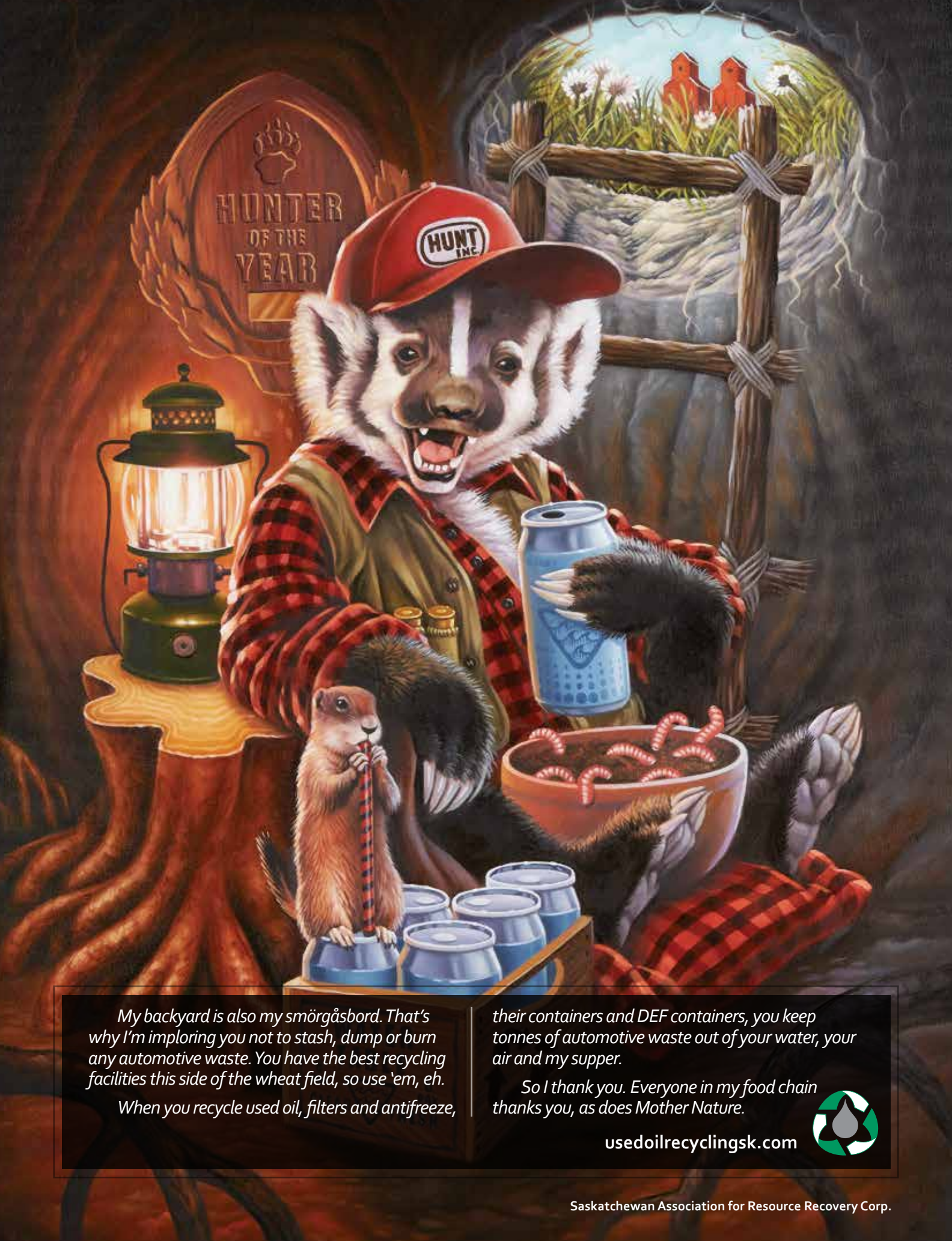
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# ASSET *Management*

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## GOVERNMENT OF CANADA AND FCM PARTNERING TO BUILD COMMUNITY ASSET MANAGEMENT CAPABILITIES

INFRASTRUCTURE CANADA

**A**sset management now, more than ever, needs to be part of the vocabulary of infrastructure-related decision makers.

There are significant social, environmental, and economic gains to be made by improving asset management practices in Canada and helping provincial, territorial, and local governments address climate change. For example, effective asset management practices better position communities to make their infrastructure dollars go further with a lighter environmental footprint.

That is why asset management and its underlying principles — such as the rehabilitation and modernization of infrastructure — are a priority for the Government of Canada. It is supported through permanent funding mechanisms, such as the federal Gas Tax Fund, as well as targeted new initiatives, such as the Clean Water and Wastewater Fund and the Public Transit Infrastructure Fund. These programs encourage investments to rehabilitate and modernize existing infrastructure. The list of eligible projects includes optimization and improved asset management, as well as design and planning initiatives.

In Budget 2016, the Government of Canada announced a \$50-million, capacity-building fund in support of asset management. Delivered by the Federation of Canadian Municipalities (FCM), the five-year Municipal Asset Management Program is designed to support municipalities and their community partners, such as local non-profits, provincial and territorial organizations, and Indigenous communities.

The program will provide access to:

- training and professional development opportunities delivered by the FCM and partner organizations;

TOGETHER, THESE TWO FUNDS WILL HELP STRENGTHEN  
MUNICIPAL ASSET MANAGEMENT PRACTICES ACROSS CANADA,  
ALLOWING COMMUNITIES TO MAKE MORE STRATEGIC, INFORMED  
INFRASTRUCTURE INVESTMENT DECISIONS.



- grants to help municipalities adopt asset management practices; and
- knowledge sharing opportunities with other municipal professionals and leaders from across the country.

An additional \$75 million from the Government of Canada will be delivered through the FCM's Municipalities for Climate Innovation Program to support community-led projects and capacity-building initiatives to identify and implement greenhouse gas mitigation and climate change adaptation opportunities. It will also support the assessment of local climate risks and the integration of climate resilience considerations into asset management practices.

Together, these two funds will help strengthen municipal asset management practices across Canada, allowing communities to make more strategic, informed infrastructure investment decisions.

Details on the new programs are available on the FCM's website at [www.fcm.ca/assetmanagementprogram](http://www.fcm.ca/assetmanagementprogram) and [www.fcm.ca/climateinnovationprogram](http://www.fcm.ca/climateinnovationprogram). ■

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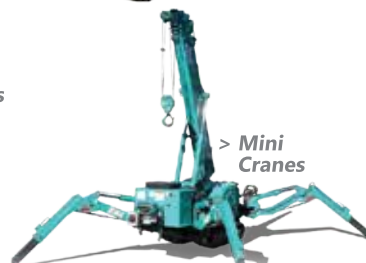
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## ASSET MANAGEMENT AND THE MUNICIPAL INFRASTRUCTURE CHALLENGE

FEDERATION OF CANADIAN MUNICIPALITIES

Infrastructure renewal in an era of rapid changes in climate patterns represents arguably the toughest challenge facing municipalities in Saskatchewan and across Canada. Much of this country's community infrastructure — roads, bridges, water and wastewater systems, and more — is either past or near the end of its lifecycle. By some estimates, dealing with the problem will cost \$123 billion.

Although your individual circumstances may differ, every municipality must plan and maintain its infrastructure to be sustainable over the long term. Without infrastructure, it would be impossible for municipalities to deliver the services residents rely on every day. But when properly designed and maintained, municipal assets typically last for several decades — up to 50 years, in some cases.

"Battleford is expected to experience significant growth during the next few years," says **John Enns-Wind**, chief administrative officer of the Town of Battleford, population 4,000. "To accommodate this growth, it's essential to have adequate infrastructure in place."

Asset management makes it easier to plan and implement successful infrastructure projects with a broad, integrated, and long-term approach. Decisions about maintaining, upgrading, and building infrastructure are based on a full analysis of all relevant factors, such as capital and ongoing costs, and environmental, social and community impacts.

It might sound complex, but asset management need not be difficult.

Enns-Wind is well versed in infrastructure challenges — until 16 months ago, he was mayor of Kindersley,

a Saskatchewan town similar in size to Battleford. "A top priority of mine since I started with Battleford has been to assess all of our municipal assets. We now know that about 80 per cent of the pipes under our roads are at or near the end of their lifecycle. Our town hall is 105 years old and showing its age. That information enables us to prioritize projects and plan for the future."

The key to successful asset management over the long term is developing the appropriate expertise in-house.

Two years ago, the Federation of Canadian Municipalities (FCM) began to carry out a multifaceted strategy to help municipalities make asset management a strategic process as part of their budget and day-to-day operations. With the Canadian Network of Asset Managers, the FCM developed the Leadership in Asset Management Program (LAMP), a peer-to-peer learning initiative.

In 2015, LAMP had its first cohort of municipalities. A second cohort began a year later.

"Our goal is to raise the bar on the management of municipal infrastructure across the country," says **Clark Somerville**, FCM President and local/regional councillor for the Town of Halton Hills and Halton Region, ON. "I'm confident that our programs, along with partnerships with regional groups such as the Saskatchewan Urban Municipalities Association (SUMA), will achieve this goal. Working together, we can maximize the impacts of federal investments in infrastructure."

The FCM expanded its support for asset management this year with two new initiatives funded by the Government of Canada.

The Municipal Asset Management Program is a five-year initiative designed for all municipalities, regardless of experience with asset management. This program funds a range of activities, such as:

- documenting asset management goals and formalizing the plans needed to achieve them;
- assessing the condition of assets; and





- documenting operating and maintenance costs, along with desired service levels, to calculate an asset's lifecycle cost.

SUMA members should find the program especially appealing.

The second initiative targets municipalities committed to taking action on climate change by adapting their infrastructure or by reducing greenhouse gas emissions in their community.

Although the changes in climate patterns vary by region, many are already underway — more frequent and intense storms and droughts, along with rising sea levels. In Saskatchewan, the impacts of climate change can be enormous and costly. More frequent freeze-thaw cycles shorten the lifespan of road surfaces, for instance, while larger and more frequent storms threaten to overwhelm drainage systems.

The Municipalities for Climate Innovation Program is a five-year program that helps municipalities prepare for, and adapt to, climate change impacts and reduce greenhouse gas emissions.

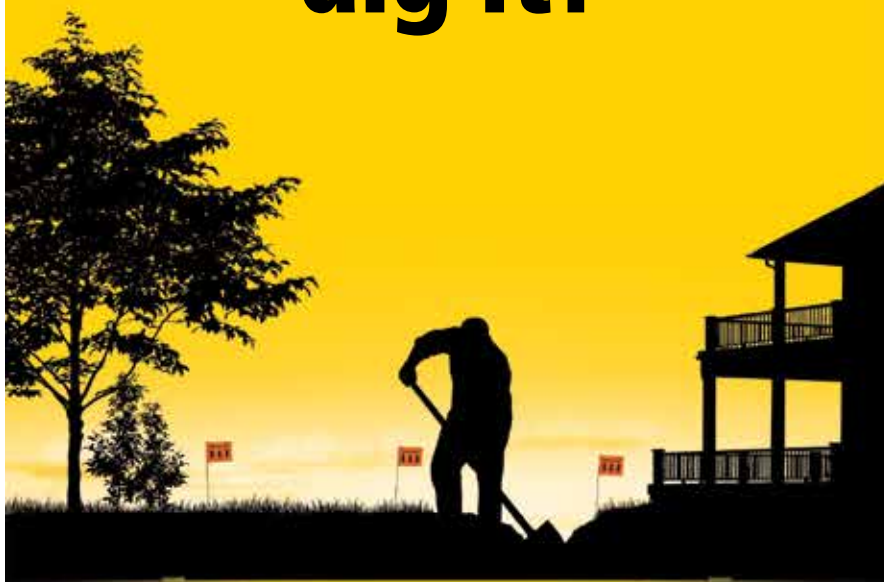
The program includes with funding for projects to assess the vulnerability of infrastructure to climate change impacts and to complete energy retrofits. It also includes the Climate and Asset Management Network — an initiative adapted from LAMP that will see municipalities collaborate and incorporate climate considerations into asset management.

“One of the obstacles to overcome is complacency,” says Enns-Wind. “We take infrastructure for granted without planning appropriately. Many elected officials and residents would rather champion a high-profile public project like a new rink or town hall than a wastewater treatment system. But without essential services, that rink or town hall can't operate for very long. That's why educating residents and officials is so important.”

The Municipal Asset Management Program will also partner with organizations, such as SUMA, to raise awareness and to provide appropriate training.

The goal is to help municipalities develop appropriate policies and plans, along with the in-house capacity and processes needed to properly manage infrastructure and deliver services to residents. Visit [www.fcm.ca](http://www.fcm.ca) to learn more about the FCM's programs. ■

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# FEDERAL INFRASTRUCTURE INVESTMENTS STRENGTHENING SASKATCHEWAN COMMUNITIES

THE HONOURABLE AMARJEET SOHI,  
MINISTER OF INFRASTRUCTURE AND COMMUNITIES



Infrastructure is more than bricks and mortar, bridges and water treatment plants. Infrastructure is literally and figuratively the foundation of our country. Funding infrastructure creates growth and jobs for the middle class and those working hard to join it. It also helps create inclusive communities where everyone — children, seniors, Indigenous Canadians and new immigrants — has access to opportunities that let them reach their full potential.

The Government of Canada doubled infrastructure investments across Canada, and is working collaboratively with municipal, provincial/territorial, and Indigenous partners to effectively deliver this historic level of funding.

Budget 2016 represented the first step in delivering on this commitment. More than \$118.3 million in federal funding was made available to the Province of Saskatchewan through two new programs introduced as part of Phase 1 of our infrastructure plan: the Clean Water and Wastewater Fund (CWWF) and the Public Transit Infrastructure Fund (PTIF).



For Regina and Saskatoon, PTIF support is providing new buses, upgrading shelters, improving accessibility, as well as helping to plan and study ways these communities can continue to improve their public transit systems. Funds are also helping replace buses in Moose Jaw and upgrade Prince Albert's transit fleet.



With federal investments through the CWWF, communities across Saskatchewan are replacing or upgrading wastewater collection systems and lagoons, improving water treatment plants, and upgrading sewage treatment systems. The projects will help ensure that residents across the province can continue to rely on their community water and wastewater systems, and that the environment is better protected.



This funding is in addition to more than \$59 million made available to Saskatchewan municipalities each year through the federal Gas Tax Fund to address their priority infrastructure needs. Collectively, these investments were the first step in an ambitious plan to build and renew the infrastructure our country needs for the 21<sup>st</sup> century.

The federal long-term infrastructure plan is structured around three goals:

1. Create long-term economic growth;
2. Build inclusive communities;
3. Support a low carbon, green economy.

Through the Fall Economic Statement, we laid out the fiscal framework of our long-term plan, and through Budget 2017, we formalized that plan. Namely, our plan will invest more than \$180 billion over 12 years, establish new and innovative ways of investing in infrastructure with the Canada Infrastructure Bank and the Smart Cities Challenge, and provide support for five key areas of investment: public transit, green infrastructure, social infrastructure, trade and transportation, and rural and northern communities.

Canadian cities — small and large — and the people living in them are at the heart of the Government of Canada's innovation agenda. When cities are connected to their residents and the world around them, they can better develop transformative and innovative solutions to their challenges. That is why the federal government has committed to helping cities find new ways to build our communities and fund future projects.

The upcoming Smart Cities Challenge will offer an opportunity for cities to take risks and implement bold ideas. Cities will be encouraged to work with their local partners — citizens, business people, civic employees — to identify gaps, needs and opportunities, and to develop novel solutions that make a huge difference in the lives of residents.

Canadian cities and communities are bursting with new ideas, especially around ways to improve mobility. The Smart Cities Challenge is a way for governments to help them test and implement some of the best and boldest of these ideas. Whether it is

## INVESTING IN CANADA





making better use of technology and data to improve services, better engaging with citizens and local businesses, or finding ways to function more efficiently, a smart city is one that operates differently for a better outcome. It is about finding ways to do more with the resources they currently have.

The challenge will capitalize on government investments in clean technology, the new Innovation Canada program, and the United Nations' New Urban Agenda. And it will be delivered in full partnership with all sectors of Canadian society, while drawing on similar experiences and innovative ideas from around the world.

Front and centre on the effort to find new ways to fund infrastructure projects is the recent creation of the Canada Infrastructure Bank. In a world where all orders of government have limited resources to fund the ever-increasing demand for infrastructure, we need to effectively mobilize private capital to supplement our public investment.

Canada has a history of using partnerships between the public and private sectors to finance, build, and operate major infrastructure projects. Edmonton's Light Rail Transit System, the Iqaluit International Airport Improvement Project, and, in Saskatchewan, the Regina Bypass project and the Saskatoon Civic Operations Centre and Transit Facility, are all examples of infrastructure projects that were partially financed by the private sector.

There is an opportunity for the federal government to attract private sector investment for infrastructure, and to partner with some world-leading investors to help pay for the transformational infrastructure projects that Canadian communities need.

The Canada Infrastructure Bank would do just that — investing more than \$35 billion in new, growth-oriented infrastructure across Canada in projects like public transit for our largest cities, energy transmission corridors, bridges, trade corridors, and more.



Our goal is to have it operational by late 2017.

The bank would also be mandated to:

- attract private sector and institutional investors to projects so that more infrastructure can be built in Canada;

- serve as a centre of expertise on infrastructure projects in which private sector or institutional investors are making a significant investment; and
- foster evidence-based decision making and advise all orders of government on the design of revenue-generating projects.

While the Government of Canada will continue to deliver vital support through traditional infrastructure funding programs, the bank would be one new tool that federal, provincial, territorial, municipal,

and Indigenous partners could consider for future public infrastructure projects.

Through the Investing in Canada Plan, we are providing our communities with new and innovative tools, and demonstrating the many ways we are committed to making strategic infrastructure investments that will benefit Saskatchewan and all Canadians from coast to coast to coast for years to come.

Additional information about the Investing in Canada Plan can be found at [www.infrastructure.gc.ca/plan/about-invest-afropos-eng.html](http://www.infrastructure.gc.ca/plan/about-invest-afropos-eng.html). ■



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## LEGAL SERVICES VOICE



## SPRING CLEANING 2: UPDATE ON CLEAN UPS

STEVEN DRIBNENKI – POLICY AND LEGAL ADVISOR, SUMA

Summer is here, which means two things: Hollywood sequels and nuisance properties reemerging from the snow. With a tip of a cap to both, let's revisit and update the Legal Services Voice article in the summer 2015 *Urban Voice* on nuisance properties. There is some interesting case law to review since that article was published.

To briefly recap the summer 2015 article, cluttered and dilapidated properties can be remedied with the right tools and a good plan. A very handy how-to guide is the Municipal Nuisance Guide from the Ministry of Government Relations, which gives practical suggestions and includes sample forms.

Review municipal legislation periodically to ensure you understand how it covers nuisances and enforcement.



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That summary over, let's dive into recent court decisions, which deal with orders to remedy, clean ups, and council hearings.

Overall, the important thing to note is that the bigger the clean up, the more important it is to stick closely to technical requirements. As said in *Milan Consulting and Construction Ltd v Regina (City)*, 2016 SKQB 31, "the scope of municipal legislative powers with potential to affect an individual's property must be strictly construed." In other words, the court will carefully review actions taken in a nuisance property clean up.

### REMEDYING ORDERS TO REMEDY

Orders to remedy are important to get right. They can be hard when there are a lot of items to have to list — and list each adequately. But as the documents setting out what you are lawfully allowed to do in the clean up, they need to be specific about the items that offend your bylaw.

In *Fister v Willow Bunch (Town)*, 2015 SKQB 362, the court set aside the town's order to remedy stating that it was too broad and exceeded the town's jurisdiction. As an example, the court took issue with the order calling for all vehicles to be removed from the property, instead of limiting it to junked vehicles as defined in the nuisance bylaw.





The Court of Appeal decision (2016 SKCA 114) upheld the trial court decision, but confirmed that municipalities can use the legal doctrine of severance for orders and not just bylaws. This would allow municipalities in court to cut overbroad portions of orders to remedy, and try to maintain an enforceable order.

#### CARRYING OUT A CLEAN CLEAN UP

In *Miller v Saskatoon (City)*, 2015 SKQB 234, the court dismissed a statement of claim alleging the city improperly removed items from a property. After an inspection in October 2013, the city issued an order to remove certain items by December 3, 2013.

The owner filed an appeal in November, agreeing to remove some items but disputed having to move others. At the appeal hearing on December 4, the order was upheld but the clean-up time extended to January 3, 2014.

The city conducted a further inspection on January 9, and issued a letter on January 13 to the plaintiff. The letter listed the items still to be removed and stated clean up would occur without further notice with expenses assessed to the property. The owner was also directed to collect any items he did not want removed.

On May 14, without further notice, the clean up of the remaining items covered by the order was carried out and \$4,000 in costs was assessed to the property.

This decision notes that an owner who fails to act cannot claim to have been lulled into a false sense of security. It also emphasizes that clean-up expenses can be assessed to property (a power set out in section 369(1)(c) of *The Municipalities Act*). The court also favourably quoted *Antonenko v White Fox (Village)*,

2010 SKQB 213. That decision, reviewed in the summer 2015 article, provides a good outline of how to implement a clean up.

While *Antonenko* and *Miller* both deal with a statement of claim challenging an order rather than an appeal of an order, they are helpful to refer to when starting any order to remedy or clean up.

#### MAKING THE SEQUEL SUCCESSFUL

In *Harley Bentley v The City of Humboldt* (unreported, July 20, 2016, QBG 350 of 2016 - JCS), the court dismissed the applicant's appeal of a city council decision that a trailer was to be removed as it negatively affected the amenity of the neighbourhood. The court held that the decision was reasonable and based on the evidence.

There are two notable aspects of this decision. First, the applicant had appealed an earlier decision of council on the same subject matter. The applicant was successful in the initial appeal, so the city decided to start a new process, which responded to the earlier concerns.

Second, while there is no legislative requirement to do so, the city provided a written summary of the hearing and reasons for council's decision. The court referenced these reasons in its decision with approval.

There can be no doubt that everyone from these cases cares about their hometown and wants to take action in ensuring their community is safe and beautiful. However, when planning a clean up, remember that the court will strictly review any action affecting property. By taking care and being fair, you can help ensure that your decisions will be given a 'thumbs up.' ■

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## KILLING THE BLACK SWANS: DRIVING PREDICTABILITY IN MAJOR CAPITAL PROJECTS

A VERSION OF THIS ARTICLE ORIGINALLY APPEARED IN THE SEPTEMBER/OCTOBER 2016 EDITION OF *DIRECTOR JOURNAL*, AND HAS BEEN REPRINTED WITH PERMISSION.

**M**ajor capital projects are notoriously difficult to execute. All too often, we hear of important infrastructure projects that have hit delays, gone over budget or — worse — never materialized at all. And all too frequently, management and their boards of directors place the blame on so-called ‘Black Swan’ events: simply put, the unpredictable.

But are these events really unpredictable? What can boards of directors do to improve the predictability of their major capital projects? To find out, **Stephen Beatty**, KPMG’s head of infrastructure for the Americas and India, sat down with **John Beck**, founder and executive chair of Aecon Group Inc., the Canadian construction and infrastructure development company.

**John Beck:** I’ll admit that there are certainly events in the life cycle of any construction project that could be considered totally unpredictable Black Swan events: terrorist actions, dramatic political change, one-in-a-thousand-year natural disasters such as floods or earthquakes. These are events that are terribly hard to predict and mitigate. But I would argue that — when it comes to the execution of a project from day one through to the end of the concession period — Black Swans should be extremely rare.

**Stephen Beatty:** I think if we dig into most Black Swan events in recent history, the vast majority would be exposed as events that were, in fact, almost entirely predictable. Even political risk — and we have certainly seen projects across Canada impacted by political change — can largely be predicted, managed and priced into construction projects.

I think that in most cases, the problem is less about the predictability of risk and more about the understanding of the unique risks that come with these massive capital projects. It is project scale that appears to drive this, in both public and private sector projects.

**Beck:** Absolutely. My experience working with governments at all levels is that there are few managers or project and corporate board members that have any real experience overseeing a major capital project. And that is completely understandable: For most boards, these projects are once-in-a-lifetime events and few directors have any first-hand experience managing a project of this complexity from an operational perspective.

But that means that — more often than not — the right questions are not being asked of management to ensure that risks are being properly identified, managed, and priced.

**Beatty:** Having that first-hand experience is critically important and fundamental to boards asking the right questions and

having the right information to discharge their duties and protect the company’s shareholder interests. I’m sure that many of the directors of companies that have suffered delays on capital projects have — in hindsight — wondered why they hadn’t been aware of or fully informed of all of the risks.

**Beck:** I do believe, however, that we are seeing a concerted effort by the institutions — whether municipalities, provinces, regions, or the federal government agencies — to improve their understanding and capabilities for structuring, executing, and managing major capital projects.

But I think there is still some way to go before they have the depth, the staffing and the capability to match the private sector. In some cases, it will require the board of directors to essentially outsource those decisions to an independent organization that is more focused on creating the right balance between private and public sectors.

**Beatty:** It really comes down to both sides (owner and contractor) committing to becoming a more competent counterparty to the other and striving to achieve a stronger appreciation for what the other side is going through and what they need to achieve.

That also holds true for the transfer of risk. Boards need to be thinking carefully about who is the right party to hold various project-related risks and they need to be asking the right questions about how those decisions drive project predictability. But that requires boards to know what questions to ask in order to fully understand the risks.

**Beck:** The whole concept of risk transfer is a critically important aspect for boards and central to capital project predictability. But I think that the market has started to stray from the initial idea of private sector risk transfer, which was to distribute the risk to the party that was in the best position to control it.

Today, the common perception is that as much risk as possible should be



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transferred to the private sector and there isn't always a clear understanding of what the cost of that decision is. In other words, how much are you paying for that insurance policy?

**Beatty:** We often see situations where contractors are being asked to take on and price risks that really would be more appropriately covered through an insurance policy or carried by another entity. And, again, the challenge comes back to the board, which needs to be asking the right questions and probing the margins of the risks as projects are being structured and bids are being prepared to ensure that decisions at the front end aren't simply creating opportunities for conflict and delays at the back end.

Boards really need to be looking at their risks from the inside out, and then from the outside in, if they hope to properly understand their risks and appropriate mitigation strategies.

**Beck:** Ultimately, I believe this comes down to experience. My advice to any board of directors considering a major capital project in the near future is to recruit a director with first-hand experience leading or overseeing a successful project of similar size and scope.

The bottom line is that you really can't predict certain events until you have lived through them. And very few directors have lived through them. For the vast majority, these are uncharted waters.

**Beatty:** This is really a natural evolution of the capabilities and makeup of the board. All boards go through cycles where different types of expertise are needed to help guide organizations through critical phases in their long-term strategy. The only difference here is that boards need to be thinking about their risks at least five years ahead of a major capital project, which means that getting someone with experience on board early will be critical.

**Beck:** I would also advise boards to invest in a program or initiative aimed at improving their own education around capital projects. Bring in as many experienced professionals as you can find to share their own

experiences and lessons learned. Work with your contractors at the preparation stage to tap into their experience and understanding of the risks. Visit the sites to see some of the risks and future challenges for yourself. Most importantly, leverage independent advisors who can bring experiences from other projects, in other jurisdictions, to bear.

**Beatty:** If you are a director with a major capital project coming up in the next

five years, you really need to be able to take a dispassionate gaze in the mirror and be willing to recognize the things you don't know. And then you need to set about building the board and acquiring the management skills you need to achieve your long-term goals.

This is about having the right information and the right experience to identify predictable events before they become Black Swans. ■

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## THE SASKATCHEWAN SANDBOX

REAGAN REESE SEIDLER — DIRECTOR OF STRATEGY AND ENGAGEMENT, SASKBUILDS

**T**he 2017 provincial budget put shovels in the ground in a big way. “Shovels,” of course, is a relative term. At 192 tonnes and more than two stories tall, the Hitachi EX-1990 excavator is among the biggest shovels ever seen. It’s one piece of equipment put in motion by the government’s recent budget.

Budget 2017 includes the largest single-year capital commitment ever at \$3.7 billion dollars. “Solid capital investment will help Saskatchewan meet the challenge of a growing province, and strengthen the economy now and in the future,” said Finance Minister **Kevin Doherty** on budget day.

The largest single investment is toward the Regina bypass, a 464-km combination of overpasses, highway, and service roads around the capital city.

The project serves two purposes, says project manager **Stacy Wolitski**. “Safety is the top priority. New overpasses for Balgonie, Pilot Butte, and White City will make access to Highway 1 safer and faster.”

The second benefit is to the economy, says Wolitski. “Saskatchewan is an exporter. The Bypass gives our businesses better access to major trade routes, both the Trans-Canada and Highway 6 south to the United States.”

### SAFETY IS THE TOP PRIORITY. NEW OVERPASSES FOR BALGONIE, PILOT BUTTE, AND WHITE CITY WILL MAKE ACCESS TO HIGHWAY 1 SAFER AND FASTER.

Those overpasses will begin opening this fall. It’s one reason local town councils support the project.

“Municipal governments of the White Butte region are fully supportive of the Regina bypass,” they wrote in an open letter. “As a whole we are satisfied that the project, as designed, will serve the region well for years to come.”

Yet the bypass is only a small part of overall capital spending. Other transport projects, such as interchanges for Martensville and Warman and twinning of Highway 39, bring transportation investments to \$861 million.

SaskPower is putting \$1.3 billion into the province’s power grid. SaskTel projects more than \$300 million to upgrade its infrastructure, including for wireless and Internet services.





SaskEnergy is also looking at \$292 million in investments to meet growing customer demand for natural gas.

Crown corporations are borrowing \$1.1 billion to finance capital this year. The balance for their investment is covered through cash flow from operations.

More than \$260 million is flowing to municipalities in infrastructure transfers. It includes funding for Saskatoon's new bridge, a public-private partnership (P3) led by Graham. That build is now more than half done and on track to open in October 2018.

"Capital projects create construction jobs at a time when sectors such as mining and oil and gas are experiencing commodity price downturns," said Minister Doherty.

One of those projects is the new Saskatchewan Hospital North Battleford (SHNB), a 284-bed mental health facility. Funding for the P3 build is part of \$231 million in health capital funding this year.

Twenty-five Saskatchewan companies are now engaged on the SHNB build.

**Joel Dynna**, area manager for North Battleford construction firm G&C, spoke publicly on his support for the project at a construction event on May 5.

"It is so great to be a part of such an historic project as a local business alongside so many other Saskatchewan companies. The residents of this community and province are seeing many benefits from this project with job creation and a boost to the local economy," said Dynna.

Perhaps some of the most exciting news was in the education sector. Budget day began a 100-day countdown to the completion of new elementary schools in Regina, Saskatoon, Warman, and Martensville.

"It is pulling away from the traditional standard, which is where students learn and work in the classroom, and it's setting up a more open area where students can be the leaders of their own learning," said one Saskatoon student.

Two new schools, in Rosthern and Weyburn, were also announced.

Overall, the \$3.7 billion dollars invested in capital projects will help Saskatchewan's economy through this period of low oil and potash prices. Regina bypass construction alone is expected to support 8,200 jobs.

A pre-budget report by CUPE shows that out of all possible options for government spending, investing in infrastructure has the highest possible economic impact. By their count, every \$1 million invested into projects like new roads and schools triples into nearly \$3 million in economic growth.

If their analysis is correct, this year's capital spend will support some \$11 billion in growth. It is no doubt one reason that the province is seeing the start of good economic news. Year-over-year building permits, a major indicator of growth, jumped 13.2 per cent in March 2017. It was the highest percentage increase among the provinces. Residential permits were up 26.8 per cent over this period.

Employment news is positive. April showed major year-over-year gains in professional, scientific and technical service jobs (+5,900) and manufacturing (+3,100), while off-reserve Aboriginal employment was up for the tenth consecutive month.

The Petroleum Services Association of Canada is also forecasting a major increase in oil and gas activity in Saskatchewan.

**Paul Martin**, local business commentator and Chair of Martin Charlton Communications, points out there's a strong link between public and private investment.

"If you look at the economic growth period we had...what really drove Saskatchewan was capital investment in the resource sector, the service sector, new commercial activity, and retail.

"[Government] capital spending enables the private sector to step up and spend the bulk of what we would consider new capital spending. Infrastructure is something that enables the economy to accept growth. Government has to carry on with it."

It's a point the Finance Minister made on budget day as well, pointing to \$158 billion in public and private investment since 2007.

"Annual private and public capital investment has increased by nearly 75 per cent in Saskatchewan. That massive capital investment, by both government and the private sector, is a tremendous vote of confidence in the future of our province." ■

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## IMPLEMENTATION: THE FORGOTTEN LINK OF THE PLANNING PROCESS

LORRI A. MATTHEWSON

### EVERY PLANNING PROCESS HAS FOUR DISTINCT PHASES:

1. INFORMATION GATHERING
2. PLANNING
3. IMPLEMENTATION
4. EVALUATION

It might be number three on this list, but lack of implementation is quoted in some pretty impressive articles as the number one reason plans fail. The ability to implement a plan is considered a basic business practice and is as important

as the plan itself. In fact, a plan without an action component is not a plan; it is simply part two in a four-stage process.

So why is it that municipalities consistently put so much time, effort and money into writing plans, but don't

### Doug Thomson, P.Eng. - Senior Project Engineer



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Doug is a senior engineer with a wide range of project experience gained from helping a variety of clients in communities in central and northern Saskatchewan with their engineering, planning and operational needs. Doug says "When asked by a client if we can help with their challenge or problem, the three most powerful words I know are 'Yes We Can'. If I don't have the expertise myself we will help you find it".

"Doug's 30 years of experience includes municipal utilities, roadways, community buildings, infrastructure assessment and capital planning, climate change assessments and urban development, making him ideally suited to be your single point of access to all of the services AE has to offer." advises Paul Pinder, General Manager of Associated Engineering's Saskatchewan and Manitoba operations.

Contact Doug at [thomsond@ae.ca](mailto:thomsond@ae.ca) or call him at 306-653-4969.





actually put them in place? This goes for official community plans, emergency plans, capital plans, strategic plans, cultural plans, and tourism plans — among others.

Is it lack of buy in? Are we building these plans solely to satisfy regulations? If we are, I think we are missing the point.

Those regulations exist to support communities to put the things in place to be sustainable. These plans provide the blueprints. They are regulated because we need them.

An Official Community Plan (OCP), for example, helps communities address growth in a sustainable way by helping them think about land use into the future. The OCP process helps community leaders engage the rest of the community in planning and sets the stage for better communication. A complete OCP gives a community a directive based on public input for all aspects of their operation.

If you leave that plan on a shelf, you are missing a chance to carry through a plan that could make the difference between a sustainable community and an unsustainable one.

Do we leave our plans on the shelf because we don't want to change the way we do things? Change is scary, and most people resist it. However, carrying out a plan that makes a difference in your community is better than the sometimes-alarming development that happens in the absence of a plan.

Do we let our plans gather dust because we do not know how to get it started? It might help if you think about an implementation plan as a to-do list that links to the municipality's day-to-day operations. That link elevates those goals to more than just a good idea.

We need to communicate with our staff, our team, and our community. We need to find out who is going to do what, and what resources we are going to need. True, some of those goals are big and expensive, but every plan has low-cost goals. We just have to start with a list.

Even the smallest community can implement a plan if they think about it as a to-do list.

Recently, I wrote a grant application for a small-population community in Saskatchewan that illustrated the importance of having and knowing plans. For a single project, the grant requirements

## WE NEED TO COMMUNICATE WITH OUR STAFF, OUR TEAM, AND OUR COMMUNITY.

included a 10-year capital plan, an engineered plan, an official community plan, and a risk-management plan specific to the project. A community without these plans could not apply for the money. And not only did the plans have to be in place, we also had to know what was in each document.

The application requested the actual pages in these documents that were relevant to the application.

Shelf plans are not effective tools when it comes to funding proposals. In fact, shelf plans are not good for much at all. We need to give them feet through implementation. ■



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# RESPONDING TO A BUDGET THAT HURT Hometowns

Saskatchewan's urban municipalities knew the 2017-18 provincial budget was going to be a tough one. They already expected a 5.1 per cent decrease in municipal revenue sharing, since the revenue sharing program is based on Provincial Sales Tax (PST) revenues and fluctuates with the provincial economy. Local governments had already tightened their belts, putting together lean 2017 budgets — many finished months before the provincial budget.

What the Saskatchewan Urban Municipalities Association (SUMA) and our members didn't know was how tough the provincial budget would be. Despite relief that the "solemn promise" of municipal revenue sharing was kept intact, SUMA and our members were shocked by cuts and downloading.

No one expected the provincial government would slash more than \$33 million of payments in lieu from 109 Saskatchewan hometowns.

The provincial budget hurt hometowns in other ways. It cut funding to other programs SUMA members rely on, and further downloaded provincial responsibilities onto hometowns. Cuts affecting hometowns in the 2017-18 included:

- shuttering the Saskatchewan Transportation Company;
- cutting \$4.8 million in library funding;

- suspending the Community Rink Affordability Grant;
  - cutting funding for urban parks for the second year in a row; and
  - decreasing funding once again for the Urban Highway Connector Program.
- The provincial government made these cuts without any formal consultation *after* most municipal budgets were already final. Some hometowns faced funding cuts equivalent to almost 60 per cent of this year's municipal revenue sharing.

And, unlike the predictable changes in municipal revenue sharing, many of these cuts — including payments in lieu — are permanent. SUMA members are left scrambling to find ways to make up this shortfall every year.

Hometowns faced an ugly choice, just to stay in the black: hike property taxes or slash services. After all, municipalities cannot run operating deficits, and they have limited revenue sources — mainly funding from other orders of government and property taxes).

The provincial government suggested hometowns use money from their reserves to balance their budgets.

SUMA responded by clarifying that:

- a) not all communities have large reserves; and
- b) reserve funds are for major infrastructure projects — emergency capital expenditures, snow removal

emergencies, major water main breaks and other infrastructure needs resulting from unexpected catastrophic events — not operating expenses.

Draining reserves is not viable. It can make it harder for hometowns to borrow for big infrastructure projects, or mean matching dollars aren't ready for federal infrastructure funding. And it's a temporary solution to a permanent problem.

SUMA launched a website hub to keep members and the public up to date on our budget response and media coverage.

It housed resources from SUMA, shared ways members and the public could have their voice heard and amplify SUMA's voice, and tracked news coverage of the budget's effect on hometowns.

We publicly called on the provincial government to reverse the cuts hurting hometowns, and pushed for meaningful consultation. That included hosting three news conferences, broadcasted live on Facebook and Twitter, and issuing another two stand-alone releases.

SUMA's social media presence grew as we also amplified our voice and our members'. We engaged, shared, and spread information on Facebook and Twitter. In response, our Facebook fans grew by nearly 20 per cent, and Twitter followers increased by 15 per cent.

If media articles are any indication, this was a successful campaign. Stories about



how the budget affects Saskatchewan hometowns gained a significant amount of traction and airplay. SUMA's work combined with local efforts to ensure our issues were consistently covered by reporters, columnists, and political talk shows. Our public response received more airtime and column inches in Saskatchewan media than we could afford to pay in equivalent advertising.

We raised awareness of urban municipalities and the issues facing hometowns. We had the ear of the provincial government. And we secured a few wins.

Members of our Executive Committee secured a meeting with Government Relations Minister **Donna Harpauer** and other cabinet colleagues within a week of the budget. The group met to discuss how the budget sent hometowns scrambling to make ends meet. The ministers promised to work more closely with SUMA going forward and asked for SUMA to bring forward alternatives to cutting payments in lieu.

Two days later, Minister Harpauer made a surprise announcement that the provincial government would cap payments in lieu — but only for nine municipalities and only at 30 per cent of their revenue sharing amount.

Then, within a week of agreeing to work with and listen to Saskatchewan's hometowns, the provincial government introduced Bill 64 (An Act to amend *The Power Corporation Act* and *The SaskEnergy Act*). In its original form, the bill would have cancelled all municipal services agreements (payments-in-lieu), redirected those funds to the province's general revenue fund, and taken away municipalities' right to legal action against the government or the Crowns in question.

When Bill 64 reached committee in early May, Minister Harpauer removed Section 6 from the bill. That contentious section would have denied local governments the ability to defend legal agreements, or be compensated for this loss of revenue. SUMA is thankful the government finally agreed to remove this excessive section of the bill.

Another win was the reversal of \$4.8 million in cuts to Saskatchewan libraries. The cuts risked the cancellation of Saskatchewan's nationally lauded, province-wide interlibrary loan system, and layoffs of library employees. In announcing this reversal, the province promised to consult with libraries and municipalities on the future of library funding in Saskatchewan.

SUMA maintains that meaningful consultation with hometowns is the

best way forward — for everyone. We look forward to discussing the future of libraries and an open dialogue on municipal financing between both orders of government. There is much to discuss, from the ability for hometowns to generate own-source revenue to the future of the municipal revenue sharing program.

Saskatchewan's hometowns are the engines of economic growth, vital to the future of our province. SUMA has more than 440 members, and they appear in every provincial and federal constituency. Urban Saskatchewan is

home to more than 80 per cent of the province's population. We must be at the table to discuss the issues facing our cities, towns, villages, resort villages, and northern municipalities.

SUMA will continue to reengage the provincial government over the months to come, from Advocacy Week to hosting ministers at the City Mayors' Caucus. We look forward to discussions that will ensure hometowns can continue to deliver the programs and services our residents rely on, and that we remain at the forefront of economic growth in Saskatchewan. ■

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# Past President Button

## Receives Roll of Honour

### *Congratulations* to Past President **Debra Button**!

She received the *Roll of Honour* at the recent Federation of Canadian Municipalities (FCM) annual conference. Past President Button joins more than 100 other recipients over more than 30 years who have a proven record of sustained exceptional service to municipal government in Canada and to the goals and objectives of the FCM, and who have served FCM with distinction.

During her time as Mayor of Weyburn, Debra was actively involved with SUMA through the City Mayors' Caucus; her involvement brought valuable insight to that sector. She was also involved at the federal level during much of her time as mayor, through the FCM. She held several positions with FCM, including Vice-Chair of FCM's Standing Committee on International Relations, the Gender Government Representative for Ukraine, and PTA Representative on FCM's Executive Committee. She also took part in FCM international missions to Ukraine, to share her experience as a female mayor.

Debra was elected SUMA President in 2013, and made history as SUMA's first female president. This historic role complemented her continued work in encouraging women to seek leadership roles, especially those in municipal politics. She was invited to speak at a variety of events, at home and abroad, on the importance of gender diversity and strong leadership to inspire the next generation, and crossed cultural boundaries in encouraging the leadership of First Nations and Métis women.

Debra immediately showed her capabilities as a strong and charismatic leader for our Association, working tirelessly on behalf of our more than 440 members. Though there are many examples of Debra's leadership, one of the most pivotal examples was her impassioned defence of municipal revenue sharing in 2015, when the Government of Saskatchewan speculated that "everything is on the table" due to an economic downturn.

Her leadership in meetings, with the media, and through a stellar President's Address at SUMA's 110th Annual Convention, succeeded in convincing the provincial government to maintain a municipal funding model that has become the envy of the other provinces and territories. In the wake of that victory, she visited many of our sister associations, including the AMO, the UMQ, and the AUMA, to tell the story of SUMA's advocacy work that led to creation of this nation-leading revenue sharing formula.

From the moment of her election as SUMA President, Debra raised SUMA's profile in the media, and increased our influence with our partners in other orders of government. Her level of engagement and preparation made her an excellent brand champion, inspiring and rallying our members behind her, educating the public on the role of SUMA, and establishing a reputation within provincial government as a strong, capable, and respected municipal leader.



She brought her fierce determination to advocate on behalf of Saskatchewan's hometowns to her work with FCM, taking on the PTA Representative role, and looking for every opportunity to work on behalf of SUMA's members whenever and wherever she could. From acting as the Vice-Chair of the Saskatchewan Scrap Tire Organization to serving as the elected representative to the National Nuclear Waste Municipal Advisory Board, Debra ensured that SUMA's voice was heard whenever issues of municipal importance were discussed, inside or outside of Saskatchewan.

Impressively, Debra managed to fulfill and expand her role while still spending quality time with her family, whether it was during relaxing weekends at home or summer days at the lake. She frequently credited the support of her family for allowing and inspiring her to work on behalf of her community and the causes dear to her heart.

You would be hard pressed to find a more devoted, inspiring, engaged, passionate, and extraordinary municipal leader than Debra Button. She made a true difference in Saskatchewan municipalities. On behalf of SUMA and our members, we congratulate her on the recognition of her outstanding contributions through selection for the FCM Roll of Honour. ■





Calling All  
Saskatchewan  
Mayors!

# M

## ayors Summer School

### University of Regina

#### August 20 – 22, 2017



Do you want to embrace a one-of-a-kind university experience? SUMA is now accepting registrations for the **2017 Mayors Summer School**, and we want to make sure you're there.

Check [www.suma.org/events](http://www.suma.org/events) to get the details, and register today.

*"I found it the most informative, most inspiring weekend I have spent in many, many years. The school was well put together and well thought out."*

*"How I wish I'd had this four years ago! Thank you SUMA."*

*"We are not alone out there; everyone is dealing with similar issues."*

*"Any venue where I can learn how to do my job better, I'm all for it."*

*"This was by far the most important and successful educational tool I've attended — plus it was fun!"*

*"A busy two days of absorbing some great information"*

REGISTRATION NOW OPEN

# *Get recognized for going the extra mile in your municipality!*

*Award-winning municipalities will be celebrated at the SARM midterm convention in November 2017, and the SUMA convention in February 2018.*

Nominations for the 11<sup>th</sup> Annual Saskatchewan Municipal Awards close **Friday, September 8 at 4:00 p.m.**

## **Why should we apply?**

- ✦ Provincial exposure
- ✦ Recognition from peers
- ✦ Share best practices
- ✦ Market your community with a promotional video provided to award winners
- ✦ Celebrate your accomplishment by displaying the awards plaque in your office

## **What types of projects receive awards?**

- ✦ Awards presented to the top three initiatives showing innovation and betterment for the municipality in any area, including environment, heritage, leadership, recreation, and more!
- ✦ An additional award profiles a regional co-operation project, given to a group of municipalities working together.

## **Who can apply?**

- ✦ Urban and rural municipalities
- ✦ Municipal council, administration and/or staff

## **How can I apply?**

- ✦ Nominations open Wednesday, June 7, 2017.
- ✦ Visit [www.municipalawards.ca](http://www.municipalawards.ca) to get full details and a nomination form.
- ✦ Deadline for nominations is **Friday, September 8, 2017.**

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## **You wouldn't get contact lenses from a dentist.**

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At SUMAssure, we understand that each municipality has unique needs. That's why we offer customized property and liability insurance solutions uniquely tailored to each of our subscribers. As Saskatchewan's only non-profit subscriber-owned and governed insurance program, we're confident that our unique perspective translates to a better understanding of municipal needs, improved communication, and faster more efficient claims resolutions.

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# Making Our Communities *Safer*, One Tip at a Time

SASKATCHEWAN CRIME STOPPERS

Crime Stoppers is a non-profit community-based organization that combines the efforts of the public, the media and the police to solve crimes in our communities.

Tip information is received from the public by phone, email, or text and is 100 per cent anonymous. By offering a cash reward of up to \$2,000 in exchange for information that leads to an arrest or charge of a criminal, Crime Stoppers is making our communities safer places to live, work, and raise a family.

**Is Crime Stoppers really anonymous and how can they guarantee 100 per cent anonymity to tipsters?**

When you call Crime Stoppers you never have to give your name and you will not be asked to testify in court. Our tip line is never recorded and tracing devices are never used. We do not subscribe to call display. All calls placed to our toll-free tips line, as well as emails and text, are



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*Saskatchewan Crime Stoppers is 100 per cent anonymous and does not subscribe to call display nor are your calls traced or recorded. Web and text tips are encrypted.*

processed by specially trained personnel who pass along information about a crime to investigating officers.

Callers remain anonymous because they are issued a confidential code number when they contact Crime Stoppers to help us track the tip information. If the tipster's information leads to an arrest or charge for any crime or drug-related offense, the code number is used to provide a cash reward.

In February 1997, the Supreme Court of Canada unanimously decided that callers to Crime Stoppers programs were entitled to the protection of anonymity. They went on to confirm that it prevents disclosure not only of the name of the tipster (even if it were to be known), but also of any information that might implicitly reveal the tipster's identity.

**What is the process for a tipster to get paid?**

1. When you call, email, or text Crime Stoppers you are given a unique code number. You use this number as your ID when corresponding with us.

2. Your tip information is forwarded to the investigating agency. If an arrest or charge or the matter is cleared as a result of the information you provided, you are eligible for a cash reward.
3. We use a formula to calculate the reward amount, based on the tip results.
4. Our board of directors reviews the tip and reward amount, and authorizes the amount to be paid to the tipster.
5. If it was a web or text tip, we contact the tipster to tell them the reward amount. If it was a phone tip, we have to wait for the tipster to call back to advise them of the reward.
6. We ask the tipster to choose a financial institution and date to pick up their cash reward.
7. Our accountant mails a cheque to the manager of the financial institution with instructions to cash the cheque and place the cash in an envelope with the tipster's unique code number on it.
8. On the date they chose, the tipster goes to the bank, and asks the manager for the envelope with their number on it. The manager hands them the envelope with no questions asked.

Results for Saskatchewan Crime Stoppers since 1987:

- 127,764 calls received
- 25,428 tips received
- 1,807 charges laid
- 3,733 cases cleared
- 3,237 arrests made
- \$351,441 in tips awarded
- \$9.4 million in property recovered
- \$8.2 million in drugs seized.

Saskatchewan Crime Stoppers will pay up to \$2,000 for information which leads to an arrest or charge of person(s) responsible for this offence or any other serious crime.

Saskatchewan Crime Stoppers is 100 per cent anonymous and does not subscribe to call display nor are your calls traced or recorded. Web and text tips are encrypted.

Call Crime Stoppers at 1-800-222-TIPS (8477), text TIP206 and your message to CRIMES (274637), or submit a tip online at [www.saskcrimestoppers.com](http://www.saskcrimestoppers.com) where you can also view other unsolved crimes.

**Thank you for your support.** ■

# New Project

**Thank you to the Town of White City & the RM of Edenwold, No 158 for engaging Living Sky to build your new wastewater treatment facility.**

We are honoured to have earned this contract and look forward to providing your communities with a cutting edge facility designed to meet your needs for decades to come.



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# Make a Date with SUMA

SUMA is keeping your 2017 calendar packed — we even have summer school in session! Don't miss out on these educational and networking opportunities tailor-made for SUMA members. Details on all these events (and more) are available on the Event Listings on our website. Find the listing under the News and Events menu on [www.suma.org](http://www.suma.org) to get the latest information.

## SUMA Fundamentals Webinar Series

We are excited to start offering remote education sessions, and this webinar was a perfect first pick. Members joined us from the comfort of their office for *The Municipalities Act* 101.

Have questions about your role as a municipal leader? Wondering what new legislation means to you? Whether you're a new or experienced leader, an elected official or part of administration, this webinar was designed specifically for SUMA's town and village members.

The presentation covered legal and practical roles and duties of council members and administration, meeting rules and requirements, and how to stay out of legal tangles. The webinar wrapped up with a 15-minute question and answer section. Tuesday, June 20, 2017 from 10:00 a.m. – 11:00 a.m.

## 29th Annual Golf Tournament hosted by the Town of Rosthern

SUMA members will get to mix and mingle on the greens this summer too. The Town of Rosthern will be hosting the 2017 SUMA Golf Tournament at Valley Regional Park.

### Mark Your Calendar

Thursday, July 13 – Friday, July 14, 2017

## Mayors Summer School

SUMA is excited to bring back Mayors Summer School! This two-and-a-half-day workshop will provide entertaining team-building activities, exciting guest speakers, and problem solving with your peers. Register by July 12 to get early-bird pricing; registration will be open until August 11.

### Mark your Calendar

Sunday, August 20 – Tuesday, August 22.

## Regional Meetings

Save the date for 2017 regional meetings. You can expect updates on what's happening in your region and with SUMA, but watch the SUMA Event Listings in late July for agendas and registration details.

### Mark your Calendar

Region	Date	Location
Southwest	September 26	Maple Creek
West Central	September 27	Eston
Northwest	September 28	Blaine Lake
Northeast	September 29	Melfort
Southeast	October 2	Grenfell
East Central	October 3	Yorkton
Central	October 4	Davidson

## Convention 2018

We're already powering up for SUMA's 113th Annual Convention! We hope you'll join us for Convention 2018 in Regina at Evraz Place. Information on hotel accommodations for Convention 2018 is available on the Convention and Tradeshow page of our website. Rooms are going quickly — our host hotel, the DoubleTree by Hilton, is already sold out — so book soon!

### Mark Your Calendar

Sunday, February 4 – Wednesday, February 7, 2018 ■



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Please call or email to discuss your planning and research needs.

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# GROUP BENEFITS PROGRAM

Benefit Provider of Choice for  
Saskatchewan Municipalities



Did you know the SUMA Group Benefits Program insures more than 2,700 lives? By offering coverage to participating villages, northern municipalities, resort villages, towns, cities, and affiliated organizations, we are able to spread the risk and **pass the savings** on to our members. The SUMA Group Benefits Program offers an economical way to meet insurance needs, as the cost of benefits on a group basis are typically **less expensive** than if purchased individually.

Plans can be **customized** based on your municipality's needs. **Benefit offerings** include:

## Extended Health Care

Dental Care

Vision Care

Accidental Death, Disease, and Dismemberment Insurance

Life Insurance

Short-Term Disability

Long-Term Disability

Employee and Family Assistance Program

Health Care Spending Account

Optional Life Insurance

Optional Accidental Death, and Dismemberment Insurance

## The Competitive Advantage

SUMA's plan offers higher maximums on life insurance; accidental death, disease, and dismemberment insurance; and short-term and long-term disability. These are offered on benefits that are not typically available to small municipalities that purchase on their own. In addition, our vision program is managed in-house, so we can offer members a **\$500 maximum** — much higher than what is traditionally available.

### Eligible members:

- Full-Time Employees
- Part-Time Employees
- Seasonal Employees
- Elected Officials
- Board Members

Contact SUMA today for additional information on how to be a part of the SUMA Group Benefits Program at 306-525-4390 or [gis@suma.org](mailto:gis@suma.org)



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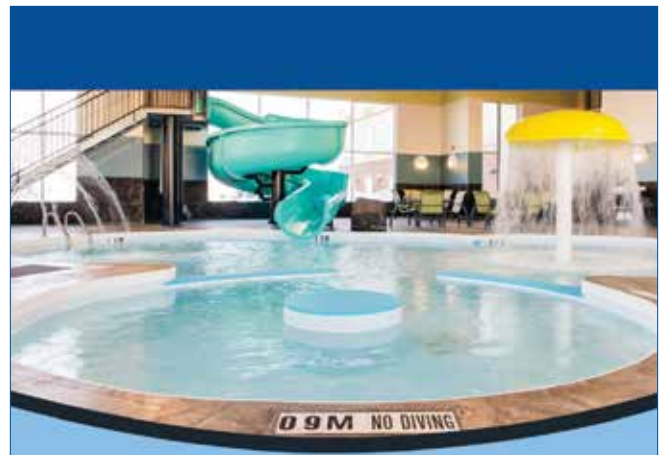
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## See ATS Traffic Saskatchewan for all your traffic signage – and more

**ATS Traffic Saskatchewan** evolved from two amalgamated companies – Signal Industries and Guardian Traffic Services. This evolution gives members a greater product selection while continuing to offer savings.

Through ATS, SUMA members have access to virtually anything traffic related. Recently, we spoke with ATS Traffic's **Kyle Monette**.

### Q – When did Signal Industries and Guardian Traffic Services merge to form ATS Traffic?

A – ATS Traffic purchased Signal Industries in 1998 as a part of an Eastern expansion. Over the past 20 years, Signal has been manufacturing local traffic signs in Regina for Saskatchewan customers.

In spring 2016, Alberta Traffic Supply Ltd. consolidated all regional branches into one company through an initiative entitled the “Power of One,” intended to bring ATS employees together across the country and strengthen our offerings Canada-wide. At this time, the ATS Traffic and Signal Industries Sales Forces were merged, making it easier for customers to purchase a wider variety of our product and service offerings.

### Q – What are the advantages of the new company for SUMA Advantage members?

A – Our recently merged company makes it possible for us to increase the variety of our offerings to SUMA advantage members. This includes:

- on-street services;
- installs;
- equipment rental;
- crash attenuation;
- outdoor event solutions;
- wayfinding solutions;

- traffic engineering and consulting;
- crosswalk enhancement programs;
- on-street and off-street parking solutions;
- sign management programs; and
- traffic detection.

ATS Traffic is a one-stop shop for all our customer's needs, providing traffic products and solutions for every municipality.

### Q – What types of products does ATS Traffic offer?

A – There are very few traffic safety products that we don't offer, but here are some examples of what we do offer:

- Municipal and provincial signage (regulatory, warning/construction, information and guide, specialty)
- Sign mounts
- Traffic devices
- Message boards
- Flagging devices
- Safety apparel
- Road markings
- Winter-specific products
- Confined space safety products (trench shoring/rescue and retrieval)
- Parking meters/revenue control systems

### Q – Are there any new products you would like to discuss?

A – Driver feedback signs and pedestrian crossing items have also become very popular for school zones and high-volume pedestrian crossings. We offer everything from solar powered equipment, LED lights, and pavement markings to full crosswalk enhancement solutions. We can also install for these products, as well as temporary rental if permanent installation is not an option.





# SUMADVANTAGE *Voice*

**Q – Are there ‘specials’ being offered through SUMAdvantage in the near future?**

**A – Absolutely!** We’re working with SUMA to promote new products and member discounts. Keep your eyes open for product specials and programs we’re offering!

**Q – How do municipalities place an order with ATS Traffic? What about invoicing?**

**A –** Municipalities can place orders by phone or email with ATS Traffic Regina or Saskatoon. If a site visit is required, please contact me, and I will arrange for an area manager to meet you in person.

All invoicing is done through SUMA.

**Q – Who do SUMAdvantage members contact with questions?**

**A –** Members can contact me, Kyle Monette, by email at [kylem@atstraffic.ca](mailto:kylem@atstraffic.ca) or by phone at 306-536-4456.

For ATS Traffic in Regina, call 306-522-0511 or email [info@signalindustries.ca](mailto:info@signalindustries.ca).

For our ATS Traffic location in Saskatoon, call 306-242-4407 or email [info@signalindustries.ca](mailto:info@signalindustries.ca). ■



## Discounted Products More Variety



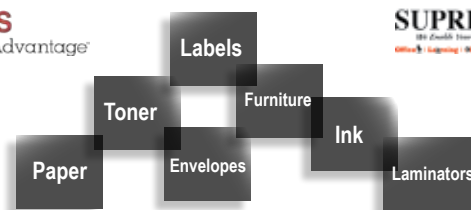
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Visit our website for a list of current suppliers.

[www.suma.org/sumadvantage](http://www.suma.org/sumadvantage)



Following is a list of our SUMAAdvantage programs by category. To learn more about a program, visit the SUMA website.

If you need additional information, please contact SUMA's Marketing Coordinator, **Lisa Rawlings**, at 306-525-4466 or email [lrawlings@suma.org](mailto:lrawlings@suma.org).

### OFFICE AND MUNICIPAL ELECTIONS

Apparel, Promotional Items and Sporting Goods	Prince Albert Source for Sports	306-764-3285	<a href="http://www.sourceforsports.ca">www.sourceforsports.ca</a>
Election Material	SUMA	306-525-3727	<a href="http://www.suma.org">www.suma.org</a>
Lapel Pins	Laurie Artiss Limited	800-667-8168	<a href="http://www.thepinpeople.ca">www.thepinpeople.ca</a>
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Municipal Magazine	Municipal World	306-525-3727	<a href="http://www.suma.org">www.suma.org</a>
Network and Email Solutions	Lexcom Systems Group Inc.	306-545-9242	<a href="http://www.lexcom.ca">www.lexcom.ca</a>
Office Machines	SUCCESS Office Systems	800-667-8173	<a href="http://www.successos.com">www.successos.com</a>
Office Products	Supreme Basics	800-667-3690	<a href="http://www.supremebasics.com">www.supremebasics.com</a>
Office Products	Staples Business Advantage	877-272-2121	<a href="http://www.eway.ca">www.eway.ca</a>
Shipping Labels	SUMA	306-525-3727	<a href="http://www.suma.org">www.suma.org</a>

### PUBLIC WORKS, PARKS, AND LEISURE

Cat and Dog Tag Licensing and Animal Control	Ketchum Manufacturing Inc.	306-525-3727	<a href="http://www.suma.org">www.suma.org</a>
Flysask	SUMA	306-525-3727	<a href="http://www.flysask2.ca">www.flysask2.ca</a>
Fuel Supply	PFA Canada	800-807-3750	<a href="http://www.pfacanada.ca">www.pfacanada.ca</a>
Janitorial Supplies	Staples Business Advantage	877-272-2121	<a href="http://www.eway.ca">www.eway.ca</a>
Mosquito Control	Evergro (Div. of Crop Production Services)	800-661-2991	<a href="http://www.cpsagu.ca/pages/evergro.aspx">www.cpsagu.ca/pages/evergro.aspx</a>
Municipal Tires	Kal Tire Ltd.	Contact nearest location.	<a href="http://www.kaltire.com/locations">www.kaltire.com/locations</a>
Municipal Tires	Michelin	306-525-3727	<a href="http://www.suma.org">www.suma.org</a>
Natural Gas	Connect Energy Partnership	866-934-6918	<a href="http://www.connectenergy.ca">www.connectenergy.ca</a>
Solar Pool Heating	Kelln Solar	888-731-8882	<a href="http://www.kellsolar.com">www.kellsolar.com</a>
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Regina Hotel	Travelodge Regina	306-586-3443	<a href="http://www.travelodgeregina.com">www.travelodgeregina.com</a>
Saskatoon Hotel	Holiday Inn Downtown (Saskatoon)	306-986-5000	<a href="http://www.holidayinn.com">www.holidayinn.com</a>
Saskatoon Hotel	Home Inn & Suites (Saskatoon)	306-657-4663	<a href="http://www.homeinnsaskatoonsouth.ca">www.homeinnsaskatoonsouth.ca</a>

### FINANCIAL

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Credit and Debit Merchant Services	First Data	204-479-2997	<a href="http://www.firstdatacanada.ca">www.firstdatacanada.ca</a>

Our concern for the environment



## is more than just talk

As we continue to deliver valuable information through the pages of this magazine, in a printed format that is appealing, reader-friendly and not lost in the proliferation of electronic messages that are bombarding our senses, we are also well aware of the need to be respectful of our environment. That is why we are committed to publishing the magazine in the most environmentally-friendly process possible. Here is what we mean:

- We use lighter publication stock that consists of recycled paper. This paper has been certified to meet the environmental and social standards of the Forest Stewardship Council® (FSC®) and comes from responsibly managed forests, and verified recycled sources making this a RENEWABLE and SUSTAINABLE resource.
- Our computer-to-plate technology reduces the amount of chemistry required to create plates for the printing process. The resulting chemistry is neutralized to the extent that it can be safely discharged to the drain.
- We use vegetable oil-based inks to print the magazine. This means that we are not using resource-depleting petroleum-based ink products and that the subsequent recycling of the paper in this magazine is much more environment friendly.
- During the printing process, we use a solvent recycling system that separates the water from the recovered solvents and leaves only about 5% residue. This results in reduced solvent usage, handling and hazardous hauling.
- We ensure that an efficient recycling program is used for all printing plates and all waste paper.
- Within the pages of each issue, we actively encourage our readers to REUSE and RECYCLE.
- In order to reduce our carbon footprint on the planet, we utilize a carbon offset program in conjunction with any air travel we undertake related to our publishing responsibilities for the magazine.

*So enjoy this magazine...and **KEEP THINKING GREEN.***



IN THE NEXT ISSUE

# URBAN *Voice*

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

## GOVERNANCE & RISK MANAGEMENT



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