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URBAN *Voice*

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION



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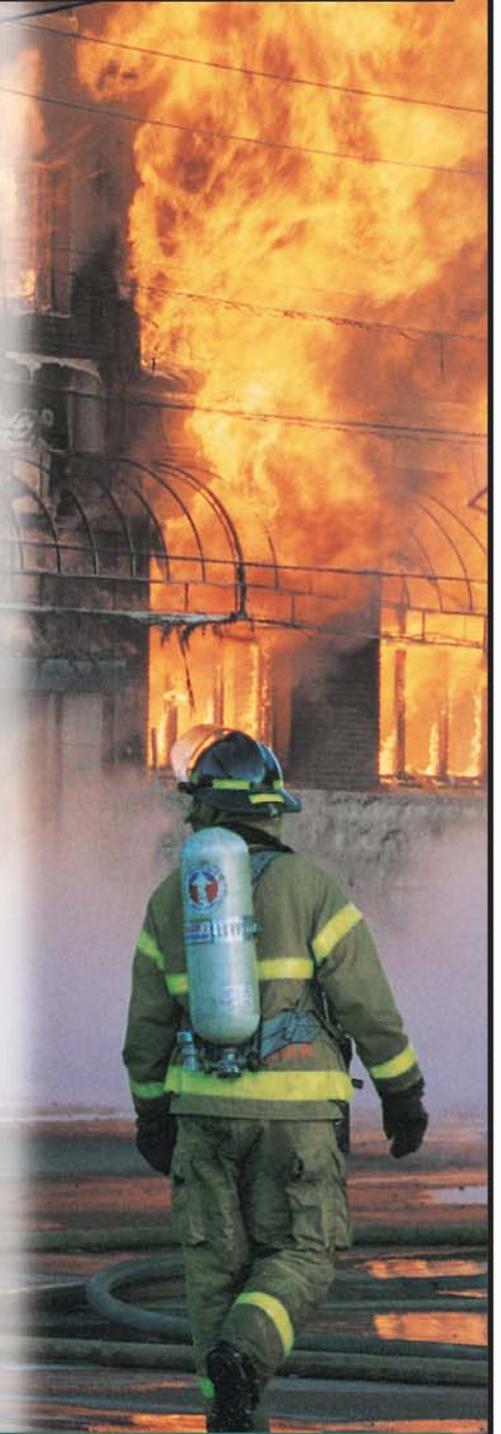
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FOCUS ON DOING THE RIGHT THINGS

Mayor Debra Button, President

We're in a strange position, us municipal leaders. Our responsibilities are extensive and varied. It feels like the river is three inches deep and a dozen miles wide, even as we approach the end of the longest term yet. We've almost made it through four years, but for so many of us it still feels like that first day on the job, with so much to learn. So when governance and risk management is competing for attention and brain space against things like wastewater infrastructure and a new spray park, what chance does it have?

Has anyone ever said, "Can't wait to hear that talk on governance! Ooh, and they're also covering risk management? I'll be in the front row taking notes and asking insightful questions." No. But, you know, we should be. This stuff is the crux of running our municipalities well. As unappealing and epically boring as it might sometimes seem, it's our responsibility to not only listen and read, but to start seeking out the information proactively. Leaders, we need to lead, and leadership isn't about making sure things are being done the right way; it's about making sure the *right* things are being done.

Are you doing the right things?

Part of good leadership and good governance is having support that allows you to focus your time and energy on the right things. A good team, a solid foundation of knowledge, and a concrete vision are all vital parts of success. But sometimes it feels like we are constantly fighting to keep our heads above water and deal with what's in our immediate field of vision. That river might only be a few inches deep, but it's enough to drown in. That's where SUMA comes in.

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You've already done one of the right things by joining SUMA, and we are glad to be in your corner. We are giving you the information you need, even if it isn't exciting or sexy. So keep doing the right things. Take a good look through this edition of *Urban Voice*. Take the information to heart. Take the next proactive steps for yourself and your municipality. Your community deserves it, and so do you. ■

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LOCAL GOVERNMENT IS EVER-CHANGING

Laurent Mougeot, Chief Executive Officer

Running a municipality is a dynamic process. Past decisions and actions (or non-actions) must be reviewed and updated on a regular basis, tested against current realities, and readjusted to suit today. There is much to learn from the field of risk management, which also requires scanning current trends and mining the past for clues. What hazards lay just beyond the horizon? How can we minimize, avoid, or mitigate negative impacts?

Major events have shifted the municipal landscape in the last decade. How many of these changes were easily predictable? How many were your local government prepared for?

- The federal government launched the New Deal for Canada's Communities in 2005, promising to provide predictable infrastructure funding for local governments across the country. Subsequently rebranded as the federal Gas Tax Fund, it has since been indexed at a rate of two per cent per year.
- *The Municipalities Act*, modeled on *The Cities Act*, came into force on January 1, 2006, bestowing new powers on towns and villages.
- The Public Sector Accounting Board imposed a new requirement — Public Sector Handbook Section 3150 (PS3150) — for all local governments to report all tangible assets on their annual financial statements.

- Asset management practices have evolved, leading to the creation of funded reserves and capital plans.
- The 2006 federal election gave us a new prime minister who served clear notice at the 2006 FCM Convention that the constitutional standing of local governments was practically non-existent and that his administration would not interact with local governments. It was clear the relationship between municipalities and the federal government was changing when he told delegates they should get to know their premiers.
- The Saskatchewan Party took office in 2007, with a will to resolve long-standing issues such as revenue sharing, education property taxes, and local economic development.
- Terms of office for mayors and councillors increased from three to four years.
- Municipal revenue sharing launched, giving a predictable, incremental and meaningful source of revenues to Saskatchewan municipalities. Effectively, Saskatchewan local governments became the first in the country to gain access to revenues from a consumption tax.
- With the disbanding of Enterprise Saskatchewan in 2012, regional economic development agencies lost all provincial funding.

- Saskatchewan saw unprecedented population growth: Since 2007, we've welcomed almost 136,000 new people. By and large, newcomers end up in urban municipalities, so SUMA members collectively built the equivalent of 27 new cities to accommodate new housing, commercial and industrial development.
- The role of the Provincial Ombudsman was expanded to bring municipal operations under the purview of her office. At the same time, rules to address potential conflicts of interest were clarified.
- Municipal governments' roles also changed: New housing programs, health infrastructure programs, school site contributions, waste management and recycling programs, and environmental standards bring increased financial pressures.
- Local demographics are shifting: We face an aging population, a trend toward smaller family size, and continued migration towards larger urban centers — from within the province, across the country, and by new Canadians.
- The 2015 federal election brought a change in the governing party, and we've already seen a strong level of engagement between local and federal shared interests.

How have your municipal operations adapted to these new realities? Many communities struggle with limited capacity to maintain traditional core municipal services, while the changing and increasing demands on councils continue to stretch resources.

From a governance stand point, local elected councils must do your 'due diligence' in the context of your obligations toward your local administration and residents. The legislation bestows powers and duties upon local governments, and members of council have statutory obligations to comply with these requirements.

Following the October 26 municipal elections, SUMA will offer workshops to help urban leaders navigate the complexities and ever-changing landscape of local government. I encourage all members of council — newly elected and re-elected — to attend. ■

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The Trauma of Transition

George Cuff, FCMC



On a regular, predictable, scheduled cycle across Canada change happens. In every province and territory, the spectre of changing faces at the council table occurs at least every four years. Given that this pattern is set by legislation for local governments and is thus predictable, there should be minimal trauma and considerable preparation. Instead, we often see maximum trauma and minimal preparation. (One would think that the connection between the two would at some stage become apparent.)

There seems to be great reluctance by some to accept the truth that citizens change preferences.

ACCEPT THAT CHANGE HAPPENS

I have conducted organization studies and seen the minutes of management meetings over the 90 days before an election reflect no evidence of anyone at the meeting discussing the impending election, what changes might happen, and how well the

municipality is prepared. The advent of the election is treated like Christmas: *My, what a surprise; we have new council members! Who would have thought?*

As I recall, the turnover rate for council members in each election is about 35-40 per cent so change would appear to be

To be successful, it is critical for a councillor or mayor to fully understand their legislated duties.

predictable. And yet, there seems to be great reluctance by some to accept the truth that citizens change preferences. They reject long-term councillors and mayors. They elect loud and disparate voices. They demand changed attitudes. None of these

reactions are that unusual nor should they be resisted. Any new council needs to accept that some of their colleagues in the previous council may not be re-elected; people with strange views may get elected; old adversaries can seemingly regain long

lost support. Childhood enemies can show up in unusual places — including alongside you in council chambers!

Be mature. Regardless of who is elected, they represent the citizens' choice.

UNDERSTAND YOUR DUTIES

To be successful, it is critical for a councillor or mayor to fully understand their legislated duties. This requires sufficient time to review the key sections of the act and receive a briefing from your administration — and hopefully the local municipal solicitor. Being willfully ignorant of the facts might seem a pleasant spot in which to reside if you want to disengage from society and all its pressures, but it is not a recommended perch for a newly elected official.

In addition to the legislated duties, a council is expected to:

- represent the opinions and wishes of the public;
- listen to administration's advice and weigh that advice against what they believe the public wants/expects;
- lead through establishing clear policies on issues which are significant, repetitive, or both;
- provide oversight of the approved policies, business plan, and budget;
- provide oversight on how administration treats the public and responds to their requests;
- provide oversight on the work and relationships of the chief administrative officer;
- provide insight and direction about the community's priorities;
- represent the community in dealings with politicians of other orders of government and to other locally-elected leaders;
- represent the council in discussions with other community groups;
 - listen to the will of the community group and ensure that council is made aware of their perspective, without lobbying on behalf of the community group;
- question the reports of administration in a respectful manner;
 - don't allow their experience and professionalism to intimidate you into not asking governance questions;
 - don't ask the type of questions; designed to embarrass someone on the staff when you already know the answer;
- ask governance questions (see Cuff's Guide Volume One); and
- stay elevated in your questioning — focusing on the length of rivets may

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sound educated, but it does little to guide the administration into a thoughtful response on the matters which matter most.

SPEND THE EARLY WEEKS WISELY

But what should your senior staff do to ease some of the pain of a transition to elected life? The simple answer is: prepare. Similar to a new board of directors at a major private or public sector board, the arrival of a new council is an event. It should be planned and discussed; duties should be delegated; a schedule of orientation should be prepared. There is absolutely no excuse for any council to begin their new term without a full-scale orientation program planned by the local municipality and supplemented by the provincial association. (*Editor's note: The Municipal Leadership Development Program is designed specifically for local leaders in Saskatchewan. See page 39 for upcoming session dates.*)

A thorough orientation process will contain at least some of the following components:

- The meaning of governance and council's role in governance
- How to develop a team approach on council
- The legislated duties and responsibilities of a member of council
- The duties of the chief elected official (the mayor) and what this position entails, formally and informally
- The legislated duties of the chief administrative officer (CAO), and a copy of his/her bylaw, contract and/or position description
- A brief history of local government in your community
- Logistical aspects of functioning within council chambers
- A review of the current organization chart
- An introduction to the senior staff and an explanation that all policy enquiries are to be channeled through the office of the CAO (unless your protocol permits otherwise)
- A broad overview introduction by the CAO to the administrative organization
- A review by the CAO and each department head of the key issues and problems facing the municipality
- Information provided by the municipality's legal counsel on the key legal issues which may confront council
- An overview of key inter-municipal and intergovernmental issues as they affect the municipality

An election is your single best opportunity to hear what your citizens are saying. Do not fritter that input away.

- A review of the roles and services of municipal associations
- A review of key local boards and commissions (their purpose and perceived key issues)
- An explanation of the business planning and budget process

ASK QUESTIONS

There is no shame in asking questions at a council meeting. Sitting in ignorance pretending to be informed is far more shameful and more dangerous.

If something troubles you, if procedures seem confusing, if reference is made to a current policy or the history of a particular situation, ask questions! Why do we choose the deputy mayor by how many votes they received during the election? Is that legislated? (No.) Why do we debate issues when we have just received the report a few minutes before this meeting? Is that reasonable? (No.) Why do we make a motion to go in camera at every meeting without knowing why? Why does a department head speak to a councillor's questions; I thought the CAO was our advisor? Why do we not reach out to our neighbouring jurisdictions right after the election? When do we get to see the first draft of this next year's budget? Does the year not start on January 1?

Good questions. Should they be asked? Certainly. Should you ask them? Why not?

Conditions change; policies should be reviewed and possibly revised. Past decisions made sense to the last council; they may or may not make sense to the new group. Do staff respond according to policy or to what they hope might be your policy?

WHERE IS YOUR EMPHASIS?

An election is your single best opportunity to hear what your citizens are saying. Do not fritter that input away. Initiate a discussion with all of council within the first two weeks with one item on the agenda: What did we hear?

While every member of council might have heard more questions on this issue rather than that, all such concerns should be paraded across the desks and minds of this council. That input is the most recent and truthful you have heard in some time.

In the midst of all the concerns and suggestions, council will find some commonalities that could lead to new projects, policies, or changed budgets.

What will be covered? I was not at the front doors in your community, but it would not surprise me if you heard about these issues:

- Taxes vs services
- Council infighting
- Leadership by the mayor
- Need for improved infrastructure
- Improving relations with our neighbours
- Need for new recreation facilities or improvements to the old
- Attracting new industries
- Being socially and environmentally responsible

BE RESPECTFUL

Respect for others is a critical component of any functional council. I am not sure how many different ways I have tried to say this, or how many times I have been called in to referee council fights but this I know: I would have been a lot less busy if members of council could just treat others with respect!

Accept the fact that every member of council has an equal right and opportunity to be wrong.

Accept the fact that your well-researched and eloquently argued position could be fundamentally flawed.

Accept that the person sitting next does not have to be nor want to be your friend. At the same time, they will probably still be sitting there in four years' time. Do you wage war with them, or do you accept that their views are their own and that yours are, well, yours? Get over it! Respect their presence, their effort, their airtime, and their efforts. Feel free to challenge their thinking and public statements, but do so in a respectful manner.

In summary, I wish you well. The task you have signed on for is significant and worthy. Your community deserves your very best. I pray that you will be up to the challenges of governing. ■

Municipal Elections 2016 – What You Need to Know

Ministry of Government Relations

Members of a municipal council represent the public, and must consider the interests and well-being of the municipality. For governments to be representative of, and responsive to, the needs of their constituents, their makeup should reflect the demographics of the constituency. Being a part of the elected office is the highest order of public service within municipal government and any action by a municipality is made through those elected. Members of council have the opportunity to shape the future of their municipality, but any ideas or proposed changes require the support of other council members. Elected officials:

- bring the perspectives of their demographic to the decision-making table;
- influence changes that benefit their community and ensure its sustainability;
- put forward new ideas for debate and possible implementation and change;
- make a positive difference in the quality of life in their community;
- provide a voice for their community with other levels of government; and
- are part of a team that makes decisions that affect all aspects of community life.

There are some key roles, rules, dates, and things to remember as we approach another round of municipal elections.

- Municipalities are required to comply with all federal and provincial legislation, laws, and codes.
- An urban council will consist of a mayor and at least two council members.
- If a municipality wants to increase or decrease the size of its council, it may pass a bylaw 180 days before the general election.
- The terms of office for all municipal council members is four years.

ELECTION DAY

Most 2016 municipal elections will be held on Wednesday, October 26. Elections in resort villages were held on Saturday, July 30, and the council of a northern municipality may also designate September 21, September 28, or October 3

as the 2016 election day. On election day, polls will be open between 9:00 a.m. and 8:00 p.m. unless posted otherwise by the returning officer. Polls may be open earlier than 9:00 a.m., but cannot be open after 8:00 p.m.

Candidates in the election are eligible to be present to observe the election at the polling place while the polls are open. In addition, each candidate may also appoint, in writing, two persons as agents to attend the polling place as observers.

After the poll closes a candidate or one of their agents is able to observe the counting of the ballots.

RETURNING OFFICER

The administrator is the returning officer unless otherwise appointed by council. If council wishes to appoint a returning officer other than the administrator, it must be done a minimum of 90 days before the election day (by July 28 for October 26 elections). The returning officer is responsible for election matters such as calling for and receiving nominations, establishing one or more advance polls within an urban municipality, appointing all election officials, and declaring election results.

NOMINATION DAY

The returning officer will post a call for nominations on or before September 6, 2016 for October 26 elections. Nominations may be submitted to the returning officer or nomination officer (if one has been appointed) from the call for nominations being posted until 4:00 p.m. on nomination day (September 21 for October 26 elections). If, after the closing of the nomination period, a nominee wishes to withdraw his or her nomination they must provide the returning officer a written declaration within office hours or before 4:00 p.m., Thursday, September 22 for an October 26 election day.

If a municipality has an insufficient number of candidates, the returning officer will post a call for further nominations. The second nomination period will end on

Wednesday, October 5, 2016, at 4:00 p.m. for October 26 elections. Legislation prohibits candidates nominated within the second nomination period from withdrawing after the nomination has been filed.

ADVANCE POLL

Urban municipalities (except resort villages) are required by legislation to run an advance poll between three to 15 days before election day as established by the returning officer. The location and hours for the advance poll will be advertised in the municipality as “Notice for Advance Poll.”

AFTER ELECTION

The new four-year term will not begin until the administrator has called and given notice of the first meeting of the new council, which must be held within 31 days of the election. The administrator must provide each member of council a written notice of the time, date, and location of the meeting at least 24 hours before the meeting. All regular meetings held after the first meeting of council will be determined by council.

OATH OF OFFICE

Each newly elected official must take an oath of office. This may happen at any time up to and including the first meeting of council. Council members cannot perform any duty or exercise any power given to them as an official until they have taken an official oath of office. If an official refuses to sign the oath of office they will have no right to participate in council decisions or debates. The oath of office is a newly elected official’s declaration or promise that they:

- are qualified to hold office;
- have read, understand, and will observe the council code of ethics and other rules of conduct and procedures;
- are not receiving payment or reward for the exercise of their office or for corrupt practices;
- promise to perform the duties of office; and
- shall disclose any conflict of interest.

PUBLIC DISCLOSURE STATEMENT

All members of council must also file a public disclosure statement within 30 days of being elected. Public disclosure statements became mandatory on November 19, 2015. The public disclosure statement identifies the name and nature of a council member's employment, financial interests, or other involvement that may be seen to affect fairness in a municipal decision. Council members are also required to disclose the interests of their family or a closely connected person as defined in the legislation. Members of council are not required to include their specific financial details such as salary, the value of holdings, or the exact number of shares they may hold in a company.

The disclosure statement can also serve as a guideline to determine whether a council member might be in a conflict of interest regarding a matter coming before council, a committee of council, or other body established by the municipality. If a council member has complex business interests and

arrangements, they may want to discuss how to complete this statement with a lawyer or accountant. The mandatory disclosure helps assure the public that decisions are made in the best interests of the municipality.

RESOURCES

Various materials and information about topics municipal elections and council expectations are available on the ministry's website:

- Municipal Elections
- General Information – Municipal Elections in Resort Villages, and Urban and Rural Municipalities
- Election Manual – An Election Guide for Saskatchewan Municipalities
- Dates of Elections – Interactive Election Schedule
- Municipal Office – Running for Municipal Office
- Voting – Voting and Polling Information
- Conflict of Interest – General Information
- *The Cities Act* – Information Bulletin
- *The Municipalities Act* – Information Bulletin

- *The Northern Municipalities Act, 2010* – Information Bulletin
- Municipal Code of Conduct – Guide and Template
- Public Disclosure Statement – Sample Template
- Council Procedures Bylaw – Template
- Other Resources – Templates, Bulletins, and How to Help

Further information may be obtained by contacting a municipal advisor:
Advisory Services and Municipal Relations
Ministry of Government Relations,
Government of Saskatchewan
1010 – 1855 Victoria Avenue
Regina, SK S4P 3T2
Phone: 306-787-2680
Email: muninfo@gov.sk.ca

Northern Municipal Services
Ministry of Government Relations,
Government of Saskatchewan
Box 5000
La Ronge, SK S0J 1L0
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The list of responsibilities tasked to an urban municipality is long and varied, and it takes a lot of people to keep your community ticking. The leaders in your municipality need to be prepared with the information and understanding they need to tackle the job, and SUMA is here to help.

We are again offering the Municipal Leaders' Roles and Responsibilities workshop. We used to call this the Newly Elected Workshop, but the truth is, it's valuable for new **and** experienced leaders, and good for elected officials **and** administration.

As with all Municipal Leadership Development Program modules, this workshop is developed exclusively for elected and appointed municipal leaders in Saskatchewan. SUMA is excited to offer this workshop during our regional meeting tour this year, with one on November 17 in Lumsden, and another on November 23 in Warman.

For a municipal leader, there is more than enough to learn — and things are constantly changing. So whether you were just elected, or have been serving your community for decades, this workshop is a day well spent. This essential module provides current information to help you understand council procedures, and your role in policy decision making and being a community leader. It covers the basics of municipal governance and law so you can understand what your responsibilities are as a municipality, and what role everyone plays in making sure you meet those responsibilities. You'll get the most up-to-date information on things such as conflicts of interest, and where to turn when you need help and information.

Registration details will be shared on the Event Listings on our website (under News & Events) and through Urban Update. Don't miss out on a valuable learning opportunity available only to SUMA members. ■



Schedule of Upcoming Modules

Municipal Leaders' Roles and Responsibilities

(for SUMA Members)*

November 17 – Lumsden

November 23 – Warman

Strategic and Financial Planning for Municipalities

November 28 – Meota

Municipal Economic Development Fundamentals

November 30 – Loreburn

Human Resources in the Municipal Workplace

November 29 – Prince Albert

Public Relations and Communications for Municipalities

December 2 – Swift Current

Community and Land Use Planning

December 2 – Yorkton

The Municipal Leadership Development Program (MLDP) is a series of modules of workshops developed exclusively for elected and appointed municipal leaders in Saskatchewan. The modules target specific issues of importance to rural, urban and northern municipalities

Municipal Leadership Development Program

200-2221 Cornwall Street

REGINA, SK S4P 2E1

Email: mldp@sasktel.net

Phone: 306.761.3931

Fax: 306.565.2141

*** YOU MUST PRE-REGISTER WITH SUMA FOR THIS MODULE**

To register for all other modules or to learn more about the program visit www.mldp.ca

Getting Acquainted with Ombudsman Saskatchewan

Ombudsman Saskatchewan

When *The Municipal Conflict of Interest Amendment Act, 2015* came into force on November 19, 2015, it expanded the Saskatchewan Ombudsman's jurisdiction to include municipalities. In the months that followed, we had several opportunities to reach out to municipal councils and administrators. They wanted to know our role and what to expect if a ratepayer called us with a complaint. At the same time, ratepayer calls began coming in and have steadily increased. This article provides an overview of our process in light of some of the questions we have heard so far, and an update on municipal complaints during the first half of 2016.

TALKING WITH MUNICIPALITIES ABOUT OUR PROCESS

During 2016, Ombudsman **Mary McFadyen** and others from our office have had the pleasure of speaking at various municipal gatherings, including the SUMA and SARM annual conventions, a City Mayors' Caucus meeting, the City Clerks' Association spring session, and SUMA's Village Sector Meeting. On April 19, 20, and 21, we offered webinars to explain our role and answer questions about our process. About 150 people participated from many different types of municipalities. The feedback we received told us:

- the introductory information was helpful;

- there are some questions and concerns that these sessions have helped to address; and
- some people would like more detailed information.

To help municipalities, here is an overview of our process that highlights some common questions.

FIRST STEPS

An imaginary ratepayer — we'll call her Joan — calls the Ombudsman's Office with a complaint. We will want to know a few things:

- **What person or entity is Joan's complaint about?** It may be about a municipality or council member, including a council committee, a controlled corporation, or another body established by a council.
- **What is Joan's complaint about?** It may be about a decision or an action (done or omitted), or an allegation of conflict of interest or of a code of ethics contravention.
- **What has Joan done to try to resolve the issue?** We are an office of last resort, so whenever possible and appropriate, people should try all avenues available to them before we will get involved.

We will talk with Joan to help her understand whether she needs to take any other steps first. If so, she will be welcome to call us back later if she thinks the outcome is unfair.

You wanted to know:

How did Joan find out about the Ombudsman? Joan may have found out about the Ombudsman through word of mouth (friends, family, etc.), which accounts for about one-third of the people who contact us. About another third of the people who contact us tell us they know about us through having made a previous complaint. Others tell us they heard about us from our website, promotional materials/advertising, or a municipal office or council member.

Should municipalities be doing something to inform ratepayers? Some ratepayers may be aware of the Ombudsman's role and some may not. This is an opportunity for you to explain your complaint processes and to assure ratepayers that you are still their first point of contact. You can help them to understand that, if you are unable to resolve an issue, then Ombudsman Saskatchewan is available: an impartial third party that can look at the matter objectively, assist with finding a resolution, and investigate when appropriate.

Reaching out to ratepayers proactively helps to make sure the information they have is accurate. It also helps to demonstrate that you are being open about your complaint processes and that you are interested in helping ratepayers find a fair resolution when issues arise. When providing information about the Ombudsman, you are welcome to refer to the general information that is available on our website at www.ombudsman.sk.ca and in our brochure. If you would like paper copies of the brochure or if you have questions for us about your communications plans, you are welcome to contact us.

INFORMAL AND FORMAL APPROACHES TO COMPLAINT RESOLUTION

If Joan has tried to resolve the problem using all the options available to her and she still thinks the outcome is unfair, we may try

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to resolve the issue informally. For example, after talking with Joan and reviewing her information, we may contact your municipal office to see if you can tell us more about what happened and why. Through conversations with you and with Joan, we may be able to work out a solution.

If that doesn't work or if it is not the kind of problem that can be resolved informally, we may decide to investigate. At the end of an investigation, we will review our findings and analysis and decide whether to make any recommendations.

You wanted to know:

How will the municipality know if Joan has contacted the Ombudsman's Office? It depends on what happens with the complaint. For example, if we referred Joan back to your office, we would not tell you, but would leave it up to Joan to contact you. If we try to resolve the problem informally, we will likely call your office to make inquiries and talk about possible solutions. If we decide to investigate, we will provide written notice to the appropriate official: Depending on the nature of the complaint, we would provide notice to the administrative or executive head of the municipality, or to the mayor or reeve, or to the Minister of Government Relations. If we decide to make recommendations, we would provide our draft recommendations to the same party and provide an opportunity to respond to us before we finalize the recommendations.

In the coming months, we plan to build on that information by offering more training opportunities and reference materials.

You may be interested in knowing how many complaints, in total, we received about your municipality. At the end of the calendar year, we will tally the complaints received about your municipality and will provide those totals to you. At that time, we will also let you know how much of that information we will publish in our annual report, which is tabled each year in April.

COMPLAINTS OVERVIEW FOR THE FIRST HALF OF 2016

From January 1–June 30, 2016, we received 275 complaints about municipalities: 63 were received about municipalities under *The Cities Act*; 192 were received about municipalities under *The Municipalities Act*; 14 were received about municipalities under *The Northern Municipalities Act*, and six were about undisclosed municipalities.

COMPLAINT EXAMPLES FROM OTHER PROVINCES

It is too early to provide specific examples of the complaints we have been receiving, but here are some examples from other provinces to help give you an idea of the types of issues that may arise.

- Four people complained that their eligibility for paratransit was unfairly assessed.
- A property owner complained that his subdivision application was handled unfairly.
- A hotel owner complained that special taxes imposed on local accommodations were not being used for destination marketing as originally planned.
- A ratepayer complained because her municipality wanted to change a plan that would enable it to change a zoning bylaw. When the municipality advertised a public meeting to discuss the changes, it did not explain the implications of what would be discussed.

ON THE HORIZON

Much of our focus since November of 2015 has been on introducing our office to municipalities and providing a basic understanding of our role. In the coming months, we plan to build on that information by offering more training opportunities and reference materials. After the election period, we plan to continue offering introductory presentations and webinars for those who are newly elected or who have not yet attended. ■



Bert Munro (l) and Paul Pinder (r)

Associated Engineering Announces New Leadership

Kerry Rudd, President & CEO of Associated Engineering is very pleased to announce that, effective July 1, 2016 Paul Pinder, P.Eng. has been appointed General Manager of our Saskatchewan and Manitoba Operations, as Bert Munro transitions into retirement.

Based in Saskatoon, Paul is a Civil Engineer with over 28 years of experience specializing in transportation projects. Since joining Associated Engineering in 2007, Paul has built our transportation team into one of the leading highway design and construction teams in the province. As an integral member of our senior leadership team in Saskatchewan, Paul has participated in the growth and success of the entire operation, which includes almost 200 staff in offices in Saskatoon, Regina, Prince Albert, and Winnipeg. With Paul's service-oriented and collaborative approach, clients can be assured of our continued commitment to their projects and to building better communities.



www.ae.ca



It Could Never Happen Here...

Jerrod Schafer — Mayor, City of Swift Current

In 1997, eight years after the Swift Current Broncos hoisted their first and only Memorial Cup Championship, our small city wasn't braced for the impact of **Sheldon Kennedy** — a star player for that championship team — disclosing to the world that he had long suffered sexual abuse at the hands of his former Broncos coach, **Graham James**.

Nobody wants to talk about sexual abuse. It's not an easy thing to discuss. The reality, however, is that not talking about it is what lets it go unnoticed in communities around the world... communities just like Swift Current.

Fast forward to 2015, and the southwest was rocked again as a personal hockey coach, trainer and 'community volunteer' in Cabri, just up the road from Swift Current, was charged with multiple sexual offenses against children.

While many wondered how this could happen again, Swift Current is in fact no different than any other Canadian community. We all take pride in putting the wellbeing of our kids first, with recreational and cultural options for children driven by volunteers, coaches and parents. Yet, the kind of thing that we would never want to believe would happen here, indeed, happened.

And when you look at the alarming statistics around child abuse in Canada,

it is beyond a doubt that the kind of thing that could never happen in your community is, indeed, happening. What are we doing about it?

Over the years, many questions have been asked: Were the signs there? Could we have done more? Did anybody know what was going on?

Like so many others, I've wrestled with those questions, and probably always will. I can never change what happened to Sheldon, but as the mayor of Swift Current, I have a unique opportunity to lead my community with a straightforward goal in mind: We need to do everything we can to prevent this from happening again.

There is no magic wand that we can wave to prevent child abuse, and roughly 95 per cent of child sexual abuse cases go unreported. What we can do is raise awareness, demonstrate the value in talking about it, and take measures to train, educate, and vet the people who come into contact with youth in our communities.

SAFE PLACES

In January 2016, we officially launched our Safe Places initiative — the first of its kind at the community level that we are aware of. In 2015, when the most recent case in Cabri came to light, we looked to Sheldon and his Respect Group for their guidance

and expertise. It became very apparent at that time that there were large gaps in requirements for coaches and leaders from organization to organization.

Most large organizations with national governing bodies, like Hockey Canada, have training and vetting processes in place for those who work with youth. However, many smaller groups and private entrepreneurs have little to no policy in place and are unable to self-regulate, creating opportunities for trusting relationships and the grooming process to begin.

The goal of Safe Places is to ensure that individuals who come into contact with youth through business, recreation, culture, or as a volunteer, should earn that privilege by demonstrating that they have the appropriate knowledge, training and background checks that make them suitable for interaction with youth. The stakes are very high, as childhood trauma often leads to increased incidents of suicide, addiction and mental health challenges; therefore, parents should be demanding more.

MAKING GOOD PEOPLE BETTER

Working with Respect Group, Swift Current developed a Youth Certification system that creates a level playing field of high standards for individuals and organizations who have earned the privilege of interacting with children.

It was important to us to develop an approach with a proven record of success.



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Respect Group's Respect in Sport (RiS) Leadership Training has been used by sports organizations for a number of years. It not only teaches participants how to appropriately interact with children, but also how to recognize warning signs that a child may be suffering bullying, abuse, harassment, or neglect.

Armed with the background checks that we require on a three-year cycle to sync with RiS Training renewal, Safe Places – Youth Certified individuals are — at minimum — trained to appropriately interact with young people, trained to recognize warning signs of abuse, trained to handle situations of recognized abuse, and proven to have no prior criminal convictions relating to abuse.

Our goal is to better identify red flags, weed out repeat offenders, and most importantly, give good people the tools to be even better. As an added bonus, it actually makes the volunteering process easier!

As local organizations adopt Safe Places as their minimum requirement for volunteers, it's creating a standard that easily verifies certified individuals in good standing, eliminates multiple background checks for volunteering with various different events and organizations, and provides training for those not affiliated with a governing body, such as day homes, music teachers, and personal sport coaches.

ADOPTING SAFE PLACES IN YOUR COMMUNITY

Unfortunately, it often takes an event of abuse to really catch a community's attention and act as a push for change. Our goal in sharing our story with other municipalities is to encourage a proactive approach to protecting children. We don't want you to find yourself in a situation where you're reacting to an event of abuse, and we will do everything we can to help you set up a Safe Places program.

We have developed short guidebooks for individuals to understand the process to organizational policy frameworks, as well as a database to track community-wide certification, and our entire City staff is now Youth Certified. The implementation process took our team several months to complete, but our work has created a seamless process that is ready to be shared with your community today.

For those interested in Safe Places, I encourage you to consider this initiative and the positive implications it can have in your community, and I welcome you to contact our Human Resources Manager, **Lyndsaye Greke**, at 306-778-2777 to learn more.

For more information on Safe Places – Youth Certified, please visit www.SafePlacesSK.ca.

For more information on Respect Group, please visit www.respectgroupinc.com. ■

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Protecting Your Data in the Digital Age

Brian Rosenbaum — Senior Vice-President, Financial Services Group, Aon Reed Stenhouse

Hardly a day goes by without a news story about a data breach or cyber extortion attempt somewhere in the world, and Canada is certainly not immune. It is also fairly clear that every organization — no matter its size, industry sector, structure, or location — has some degree of cyber exposure.

These are the typical cyber risks:

- Disclosure or loss of personal identifiable information of employees, customers, or clients which the organization has under its care, custody, and control
- Failure to protect confidential business information which the organization has under its care, custody, and control
- Network interruption and shutdowns which result in a loss of income for the organization and/or its clients/customers
- Physical damage to property and personal injury to employees and invitees as a result of a breach into infrastructure computer systems

Unfortunately, municipalities generally face all these exposures. They collect a tremendous amount of employee and resident personal identifiable information. They hold confidential and sensitive intellectual property of their business partners. They conduct commerce online, and they are generally responsible for ensuring that buildings and individuals within their municipality are not subject to hacking and/or extortion incidents that can cause damage and personal injury.

DATA BREACHES IN LOCAL GOVERNMENTS

There is a long list of provinces, states, cities, counties, and municipalities that have been the subject of cyber incidents over the past few years. Privacy Rights Clearinghouse, a non-profit website that has tracked data breaches in North America since 2005, lists 723 cyber incidents affecting approximately 179 million data records. These records contained personal identifiable information of employees and/or residents.

Although some of the biggest data breaches have involved cities in the U.S. (such as New York, Chicago, Los Angeles, and Indianapolis), Canadian cities are not immune from attacks. According to a 2016 study conducted by a security software company, Malwarebytes, Canadian cities and local governments are very susceptible to malware attacks. The top 10 city targets in Canada this past year were Toronto, Ottawa, Montreal, Markham, Calgary, London, Edmonton, Winnipeg, and St. Catharines.

Of course, not all data breaches are the result of hacking. Municipalities have certainly had their share of employee-error related incidents, such as the Durham Region of Health breach, where a nurse lost an unencrypted thumb drive in a parking lot. The drive contained health information of 81,000 individuals, and its loss resulted in a class action lawsuit.

The costs incurred by public-sector organizations to manage, mitigate, and resolve data breaches are staggering.

THE PERCEPTION OF RISK

The tremendous volume of cyber incidents involving municipalities has certainly shaped the opinions of municipal officials and the public. For the second consecutive year, cybersecurity ranked as the top technology priority for U.S. municipalities according to a survey conducted by The Public Technology Institute. A May 2016 Ipsos poll conducted on behalf of Accenture shows 56 per cent of Canadians describe municipalities as vulnerable to a security breach, more vulnerable in fact than federal and provincial governments.

THE UNIQUE CHALLENGES FOR MUNICIPALITIES

Municipalities also face unique challenges in managing cyber risks.

Budgetary constraints, which are far more significant than those in the private sector, affect municipalities' ability to train staff, and maintain, upgrade, monitor and test their computer systems. To reduce costs, municipalities tend to outsource a high percentage of their IT operations to third parties, including cloud service providers, which can — in some cases — increase risks. Hackers and extortionists target local governments not only for financial gain, which is the prime motivation for cyber-attacks in the private sector, but to make political statements or just plain cause mischief.

All this presents a more significant risk profile for municipalities than other types of organizations. Public scrutiny on the effectiveness of local governments to protect personal identifiable information can be far more intense than in business sectors. Finally, municipalities can be

burdened with complex legal compliance obligations if they engage in commercial activities outside their core mandate.

COSTS OF MUNICIPAL DATA BREACHES IN CANADA

If negative public opinion associated with a data breach isn't bad enough, the costs incurred by public-sector organizations to manage, mitigate, and resolve data breaches are staggering. According to a 2015 study conducted by the Ponemon Institute, the cost of a data breach for Canadian public-sector organizations — including municipalities — was \$153 per data record. If you take into account the number of records in even a small municipality, it adds up quickly. A multiple-million-dollar loss is not difficult to imagine.

CYBER BEST PRACTICES

Although upgrading IT solutions as part of best practices can be costly and therefore challenging to municipalities, it is only a small part of the governance story. Implementing and policing appropriate policies and procedures have proven to be as effective, if not more effective, in mitigating cyber risks. They do, however, involve an investment of mental and cultural energy, and a great deal of time.

The federal and provincial privacy commissioners regularly publish free guidance on privacy best practices generally, and specifically for municipalities. For example, this past June, the Saskatchewan Information and Privacy Commissioner published privacy breach guidelines with several valuable tips applicable to public bodies. Similar reports aimed at helping public bodies create an appropriate culture of privacy through the implementation of policies and procedures are available online on a regular basis. This report and other privacy information can be found on the Office of the Saskatchewan Information and Privacy Commissioner at www.opic.sk.ca.

CYBER RISK TRANSFER AND INSURANCE

Apart from implementing and executing best practices, what options are available to municipalities in managing cyber risk? For starters, a municipality can retain all or part of the exposure and self-insure. Given the significant costs of data breaches, this approach may negatively affect the health and wellbeing of the municipality. In situations where municipalities are using third parties to fulfill all or part of their IT needs, they can attempt to transfer risks through contract — though municipalities should check those service contracts closely to ensure they are protected.

Perhaps the most economical and practical way a municipality can transfer its cyber risk is through the purchase of a cyber and network liability insurance policy. This type of insurance is designed to cover a wide variety of costs and losses in a privacy breach situation. To mitigate its losses and comply with laws and regulations, a municipality will often be required to notify individuals whose personal information has been compromised. The costs to notify, as well as other front-end expenses such as those involving public relations, a call centre, computer forensics, and credit monitoring incurred by a municipality can

It is highly recommended that municipalities at least consider the purchase of cyber insurance.

all be covered under a cyber insurance policy. In the event a lawsuit is brought against a municipality, the insurance will also provide coverage for the legal costs to defend the action as well as any settlements and judgments. There is also potential coverage to terminate

an extortion, and in certain situations for business interruption losses as a result of a network shutdown. It is highly recommended that municipalities at least consider the purchase of cyber insurance and engage a knowledgeable insurance professional to assist them. ■



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Stop the Spread of Aquatic Invasive Species

Ministry of Environment

In Western Canada, aquatic invasive species such as zebra and quagga mussels pose a serious threat to lakes and waterways. Invasive mussels have been confirmed in Manitoba's Lake Winnipeg, Cedar Lake, the Red River and in North Dakota waterbodies, as well as many other US states.

Invasive species have the potential to severely affect aquatic habitats, recreational and commercial fisheries, and water-based infrastructure. Maintenance for infrastructure affected by invasive species could cost millions of dollars a year.

In the Ontario Great Lakes region where invasive mussels are prevalent, maintenance costs to power generation and water treatment alone were \$267 million between 1988 and 2004. That's about \$15.7 million annually. Alberta estimates annual maintenance costs of \$75 million if invasive mussels become established there.

That is why Saskatchewan is working hard to keep aquatic invasive species out of the province.

Prevention is the most cost-effective way to control their spread, and the province has undertaken a number of initiatives to combat these invaders.

LEGISLATION

The province has been active on this issue for many years. Regulations prohibiting the importation, possession, or transportation of high-risk aquatic invasive species (including invasive mussels) have been in place in Saskatchewan since 2011.

In 2015, provincial regulations were amended to strengthen the ability of conservation officers to inspect, quarantine, and decontaminate watercraft known or suspected to contain aquatic invasive species.

Federal legislation has also improved. Fisheries and Oceans Canada worked with the provinces and territories to develop new federal regulations on aquatic invasive species through the National Aquatic Invasive Species Committee.

The federal regulations came into force in June 2015 and the province has been working with Canada Border Services Agency staff to identify high-risk watercraft entering the province.

PREVENTION AND EDUCATION

The province's prevention and educational efforts include increased watercraft inspections and decontaminating high-risk watercraft found entering the province. These inspections focus on watercraft coming into the province from southern and eastern jurisdictions. This includes coordinating watercraft inspections and decontaminations with Canada Border Services Agency staff.

Saskatchewan has two mobile decontamination units, which are used on high-risk watercraft found in — or entering — the province. The Ministry of Environment initiated watercraft inspection and decontamination training for staff in 2014.

Roadside inspections will be conducted in a variety of areas of the province in 2016, including provincial parks and at organized watercraft events.

Stop Aquatic Invasive Species

CLEAN + DRAIN + DRY YOUR BOAT

Before returning home from out of province, visiting Saskatchewan or moving between waters within the province, make sure to:

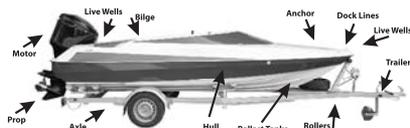
CLEAN
all visible plants, animals and mud

DRAIN
all on-board water and leave plugs out during transport and storage

DRY
your watercraft and all related gear completely

Dispose of unwanted bait in the trash and dump bait bucket water on land.

To report suspect invasive species, please contact the nearest Ministry of Environment office or call the TIP Line.



saskatchewan.ca/environment
 1-800-667-7561 | #5555 SaskTel Cell



Clean, Drain, Dry signage is available for SUMA members from ATS Traffic Saskatchewan.

Maintenance for infrastructure affected by invasive species could cost millions of dollars a year.

The Clean, Drain, Dry initiative, launched in 2015, is the main public focus at inspection stations and events. It demonstrates the importance of making this critical practice a habit for all watercraft operators in the province.

Clean, Drain, Dry is a common message in many North American jurisdictions and is the focal point of ministry educational and advertising efforts.

These education efforts include profiling the issue in the ministry's hunting and anglers' guides, and in radio, online and

In 2012, an alert through the WEST911 system resulted in the State of Utah decontaminating a boat travelling to Saskatchewan.

print-based advertising. It is also featured on the government website, boat launch and highway signage, and will be highlighted in a video public service announcement on Bell Media.

The province also proclaimed Aquatic Invasive Species Awareness Week in 2015 and 2016, as a way to raise awareness for the issue and importance of the Clean, Drain, Dry initiative.

Early detection monitoring is conducted through the larval (veliger) sampling program by both ministry staff and SaskPower. This program focuses on testing the water for mussels in their larval form. About 20 Saskatchewan lakes are tested each year.

An important element in the fight against aquatic invasive species in the province is the Adult Invasive Mussel Monitoring (AIMM) Program. Partners such as the Saskatchewan Association of Watersheds, Ministry of Parks Culture and Sport, Water Security Agency, Saskatchewan Conservation Data Centre, and other non-government organizations and members of the public help with the AIMM program to detect aquatic invasive mussels.

FEDERAL, PROVINCIAL AND INTERNATIONAL COOPERATION

In June 2016, an interprovincial "Coordinated Regional Defence Against Invasive Species" agreement was signed by the governments of Manitoba, Saskatchewan, Alberta, British Columbia, and the Yukon Territory. This agreement will increase

coordination between jurisdictions in western Canada, resulting in shared resources and planning for both prevention and response to aquatic invasive species.

In 2012, an alert through the WEST911 system resulted in the State of Utah decontaminating a boat travelling to Saskatchewan. The WEST911 system is a network of western states and provinces that alerts jurisdictions when high-risk watercrafts are travelling across borders.

The Government of Saskatchewan is also a member of the Pacific North West Economic Region's invasive species working group, dealing with aquatic invasive species and prevention.

WHAT'S NEXT?

The province's focus in 2016 and beyond will be on increased watercraft inspections, decontaminating high-risk watercraft found entering the province, and additional education and awareness efforts to help protect our fish populations, aquatic habitats and water-related infrastructure.

The province will continue to work closely with other jurisdictions and agencies and will co-ordinate inspection efforts wherever possible.

To report suspected invasive species, please contact the nearest Ministry of Environment office or call the TIP Line at 1-800-667-7561. ■

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Dig Safe — Know What's Below!

Saskatchewan Common Ground Alliance

Every day, a piece of Saskatchewan's critical underground infrastructure is damaged by someone doing ground disturbance. These incidents cost tens of millions of dollars annually and present the ongoing risk of severe injury, or loss of life, to the public and employees working on job sites around the province.

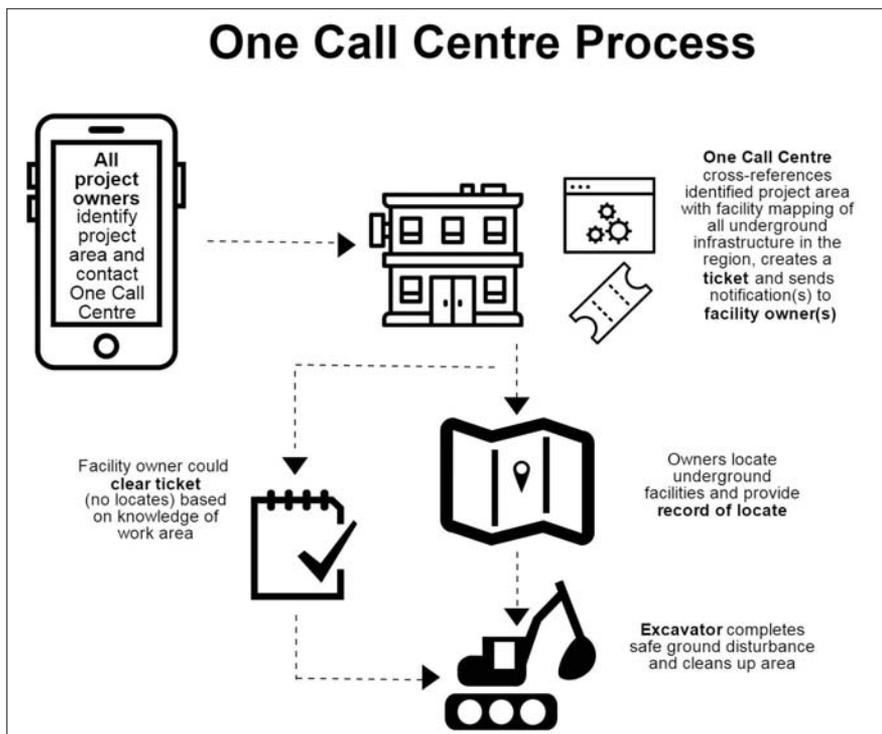
The Saskatchewan Common Ground Alliance (SCGA) knows these risks, and is working with stakeholders across the province to manage and mitigate them. A not-for-profit organization that started in 2007, the SCGA has grown in membership and initiatives, and now represents the industry and public in promoting the Dig Safe message.

One of the most important steps in the safe digging process is contacting Sask 1st Call when planning a project. They provide a free line locating and notification process for anyone disturbing the ground at a depth of more than six inches. From major roads and highways to a backyard deck, ground disturbances can compromise and damage underground utility infrastructure. Sask 1st Call is the first step to digging safely.

Created in 2003 to meet the needs of infrastructure owners, Sask 1st Call now represents more than 70 organizations that have seen the benefits of a common process. The service standards meet public expectations, and significantly reduce the risk when digging near underground infrastructure.

Based on the successes of Sask 1st Call, and the growing needs of the province, the SCGA recommended in August 2014 that Saskatchewan introduce legislation requiring a Mandatory One Call system in the province. This would require all underground infrastructure on public lands to become part of the Sask 1st Call service, and that all ground disturbers use this service before starting their work.

A Mandatory One Call system would create a clear and concise process for all stakeholders, identify accountability, and save millions of dollars annually. The enhanced process would provide a much safer environment for workers and the public. This type of one call service



is already common throughout North America. Ontario introduced Mandatory One Call legislation in 2012, and the Canadian Senate is currently proposing legislation that would apply to all federally regulated infrastructure or facilities that cross federal lands.

There was no opposition to the introduction of this kind of mandatory requirement among Saskatchewan industry stakeholders, yet the legislation still lacks in support. Getting information from infrastructure owners can be a challenge. For a company or service provider to become a member, they have to provide mapping of all buried infrastructure for the Sask 1st Call database. This mapping can be very difficult to put together, depending on development history, could also introduce incremental costs, and could require frequent updates.

The mapping challenge may seem daunting, but there are benefits for owners in asset management going forward. Leading organizations already have plans in place to develop stronger and

more accurate mapping of their assets, including all buried infrastructure.

Another challenge for Sask 1st Call members is that you may need to take action when someone requests a line locate. For shallow facilities such as power, natural gas or telephone, locating the buried facilities obviously reduces the chance of damage to the infrastructure. For deeper facilities, including water and sewer, it depends on the project. Owners of such facilities could clear a ticket where the identified project is not expected to harm their infrastructure. This would significantly reduce the potential locating costs for those organizations with no change risk.

The SCGA will continue to collaborate with stakeholders and the Government of Saskatchewan to investigate the opportunity to introduce such legislation. While legislation is an important tool in the damage prevention process, it is not the only tool. Public awareness and education help reduce damage to buried infrastructure. Where the public are aware of the One Call Process and use it, damage is significantly reduced.

Proper excavation practices and understanding of what to do in certain circumstances will also manage the risks and contribute to safer projects. Each year the SCGA asks the Government of Saskatchewan to declare April 'Safe Digging Month.' This declaration kicks off the busy construction season with increased awareness of what to do as we start our projects. The SCGA and 18 facility owners also hold 28 contractor safety breakfasts throughout Saskatchewan where more than 4,100 front-line workers are reminded of best practices that will help them dig safely.

SCGA's best practices are based on collected knowledge from stakeholders with decades of experience, and address all areas of the damage prevention process including:

- design and planning of projects;
- one call service;
- locating/marking;
- excavation;
- emergency preparedness;
- awareness and education; and
- damage-reporting practices.

Damage prevention is truly about risk management, and is a responsibility we all share. In Saskatchewan, 800 to 1,000 incidents are reported every year, and we know that around 40 per cent are a result of not contacting Sask 1st Call to locate underground infrastructure. The remainder are because of poor excavation practices that do not allow for tolerance zones and hand exposure of facilities, insufficient locates, and other miscellaneous causes.

Introducing Mandatory One Call in the province can mitigate a large portion of facility damage. It sets a clear framework, and provides accountability. The legislation would be phased in over a number of years, starting with regulating oil and gas flow and gathering lines. This is expected to be a reasonable first step, and would significantly reduce risk and costs related to incidents with those facilities. The urban and rural municipalities with their own buried infrastructure, including water and sewer, would be the next phase. Modified processes could reduce costs for municipalities, while still managing the risks.

In Saskatchewan, there are a number of existing processes that could be used and enhanced to help enforce and regulate potential Mandatory One Call legislation, such as *The Pipelines Act* used to regulate the oil and gas industry and the municipal acts that are used to regulate activities in communities. With the addition

Introducing Mandatory One Call in the province can mitigate a large portion of facility damage.

of a safety requirement to these acts, all underground facilities that are mandated to be part of the Sask 1st Call process could be regulated.

The SCGA is proud to take leadership on this very important effort. Every day we are just one incident away from a

significant injury or fatality, so everything we can do to promote safe digging and manage the daily risks is important.

Dig smart and dig safe.

For more information on the SCGA, contact dposehn@scga.ca or visit www.scga.ca. ■



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Functional Replacement Cost: Do municipalities have a choice on how to insure their buildings?

Kevin Madden — Aon Reed Stenhouse Inc.



Everyone in a Saskatchewan town knows which building is the arena. It is usually the largest building in the community. It is almost always a curved quonset or 'arch rib' type building. If you're lucky, it even has artificial ice.

That is the picture for many of the communities in Saskatchewan. It's very nostalgic, but it poses a unique risk-management situation for a municipal council: If you had to replace that building after an insurance loss, what would be the best type of replacement? Do you replace the natural ice with artificial ice? Do you retain the same 'arch rib' style of construction? Would you increase the size of the arena to suit a growing municipality? Should you downsize because of a shift in demographics? Is there historic significance to this building that you would want to retain? These structures may contain obsolete building materials, and are very costly to rebuild or reproduce. All of these are very important questions

and your answers can change how your municipality purchases its insurance.

Under a typical commercial property insurance policy, many municipalities in Saskatchewan have the option of purchasing Replacement Cost coverage. **Replacement Cost is usually defined as replacing the damaged property with materials of like kind and quality without any deduction for depreciation** (versus Actual Cash Value which *does* deduct for depreciation).

So if you have a 5,000 square foot wood arch rib style arena, following a loss, insurance would replace it with a new 5,000 square foot building using the same wood arch rib style of construction. Your municipality would need to establish accurate limits of insurance to match to this type of construction and pay the premiums associated with that limit. If it costs \$3 million to replace this old style arena, your insurance limits would need to be \$3 million.

While this arch rib style of design is a Saskatchewan icon, it is no longer

an economical design. A more modern design would be to build the arena using steel construction or a pre-fabricated building design using artificial ice. The cost for this arena might only be \$1.5 million — theoretically cutting the property insurance premium in half. Many municipalities insured with SUMAssure are making the switch and saving their ratepayers dollars in the process.

People commonly ask SUMAssure why a municipality should have to pay the premium on a \$3 million facility when the building can realistically be built for \$1.5 million? You can, through Functional Replacement Cost. Functional Replacement Cost is similar to Replacement Cost in that it will replace the building — but **with Functional Replacement Cost, you can go for a less expensive, more modern type of construction rather than the 'like, kind and quality' required for a Replacement Cost settlement.** A municipality would be

able to insure to \$1.5 million and only pay the premium on that amount. Assuming you have insured to the full Functional Replacement Cost value, there would be no penalties for under-insurance.

Determining the values for either Replacement Cost or Functional Replacement Cost uses the same valuation methods. Currently, the majority of municipal property appraisals are being completed by Saskatoon-based Suncorp Valuations. (*Editor's Note: Suncorp is a SUMAdvantage partner, and SUMA members receive a discount on their services.*) Suncorp has options for municipalities under both the Functional Replacement Cost and the Replacement Cost settlement options.

While the terminology varies slightly from the insurance world to the appraisal world, the terms are considered more or less synonymous. For example, the insurance world's version of Replacement Cost is known to appraisers as 'CRN' or 'Cost Replacement New.' Translate the insurance definition for Functional Replacement Cost and you come up with 'LU' or 'Like Utility.'

Tom Gardiner, President and CEO of Suncorp Valuations, defines 'Like Utility' as "the estimated monetary cost as of the valuation date, of constructing new building or structure that would have a similar utility to the subject property under appraisal, but constructed with modern materials and according to current standards, design and layout." You just need to ask the appraiser to add the valuation.

This type of coverage would not apply only to arenas. It's also common for a municipality to repurpose a building in the community to suit their needs. Perhaps you converted an old school house to your town office. This building is three stories high and 100 per cent brick construction with lath and plaster wall construction on the interior. Is it economical to rebuild a three-story brick schoolhouse for the town office? Probably not -- it would be a much more cost-effective and practical to rebuild a wood frame, one-story town office. The Functional Replacement Cost settlement option allows municipalities to do just that.

Functional Replacement Cost does have its potential drawbacks though, and they need to be fully considered by councils. The above scenarios consider only total loss of the facility. What if exactly half of the structure burns down

and the other half remains perfectly intact? Obviously an old arch rib structure on one end of the facility joined to a modern, straight-walled steel structure would not only be impractical but also an embarrassing eyesore! Fortunately, modern Functional Replacement Cost policy wordings factor in just such a scenario and provide a more practical marriage between Replacement Cost and Functional Replacement Cost. In the case of a partial loss, restoration of the

damaged portion would be in the same architectural style, but with less costly material (such as replacing plaster and lath with drywall or faux laminated beams).

So the question that every council should be asking is: What would we want to do if we lost this building? Once you answer that, talk to your insurance broker or risk manager. They can discuss all of the insurance settlement options available with municipal councils and administrative staff. ■



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Report Illegal Dumping

Ministry of Environment

Scenic prairie landscapes ... Hundreds of pristine lakes ... Clean pure air ... Cities and towns with parks and natural open spaces. These are just a few of the special treasures we experience living in Saskatchewan.

However, the natural beauty we enjoy in our province is threatened by littering and illegal dumping of garbage.

It's not unusual to see litter accumulate in parking lots and ditches, even though it is illegal to dispose of a simple coffee cup that way. Now, Ministry of Environment employees are seeing a growing new problem — more piles of waste on roadways and in ditches within a 10- to 20-kilometre radius of municipalities.

“One common issue we see is people trying to avoid landfill fees,” says **Mike Rathwell**, an environmental protection officer with the Ministry of Environment. “Some property owners will choose to dispose of waste unlawfully within municipalities or out in the country, causing further environmental concerns.”

Computer components, household trash, building supplies, and bags of leaves and grass are just some of the commonly discarded items. Illegal dumping or littering can quickly escalate

Communities are making a greater effort to educate the public on the real costs of waste management.

from one or two bags of garbage to a much larger unsightly dump, as others using the same area discard their waste. Individuals who leave garbage on the side of a road or in a clearing may face fines for doing so.

Random dumping poses a big problem, says **Rich Hildebrand**, a Prince-Albert based conservation officer with the Ministry of Environment.

“Old or broken appliances can leak chemicals that are hazardous to the environment, especially near water,” notes Hildebrand. “Plastics, such as grocery bags and pop-can rings,

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do not break down and can be dangerous for fish and wildlife. Even innocuous items, such as bags of branches and leaves, can become fire hazards.”

Discarded litter also poses the threat of unintentional or deliberately set fires, an illegal practice which carries with it potential threats to humans and the environment.

Fortunately, many municipalities are stepping up to stem this growing threat. For example, the *Keep Prince Albert and Area Beautiful Project* is entering its second year. In 2015, community partners banded together to identify and clean up more than 60 illegal dumps in the area. In Moose Jaw, concerned citizens have started a *Beautiful “I” Moose Jaw* committee to encourage recycling, responsible landfill use, and beautifying the community. While part of this work is focusing on clean up, communities are making a greater effort to educate the public on the real costs of waste management. Some are simple solutions, such as keeping your garbage in the car until you can reach a garbage bin.

Other education is more intensive, such as convincing illegal dumpers to use landfills instead.

“Many municipalities advertise special days or time periods when landfill access is free, so we encourage residents to take advantage of those opportunities,” adds Hildebrand, noting that landfill charges in Saskatchewan are among the lowest in Canada.

The ministry also encourages municipalities to pass bylaws regarding waste disposal in their communities, and to enforce the bylaw.

Many items that could easily be recycled, such as end-of-life electronics and used beverage cans, are also turning up in illegal dumps. There are a number of programs operating in Saskatchewan that collect and recycle products such as old tires, used batteries and electronics, compact florescent bulbs, oil and paint, plastic shopping bags, and construction and demolition materials.

To see all of the province’s recycling options, visit the Saskatchewan Waste Reduction Council’s website (www.saskwastereduction.ca) to locate recycling resources in your community.

Through education and compliance, the Government of Saskatchewan is hoping to reduce the frequency of litter, and keep Saskatchewan beautiful for the future.

If you have further questions about illegal dumping or burning, please contact the ministry’s Client Service Office at 1-800-567-4224. If you suspect someone is dumping or burning mixed waste unlawfully, please call the TIP line at 1-800-667-7561 or #5555 from your SaskTel cell. ■

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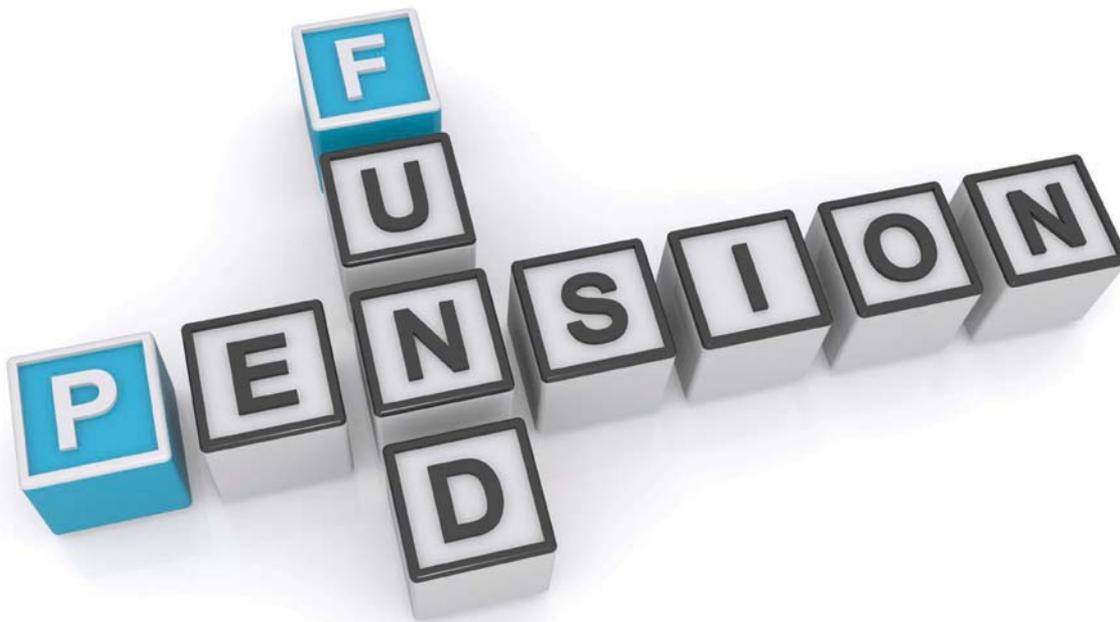
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Municipal Employees' Pension Plan



More than two-thirds, or 11 million, Canadians don't have a pension plan through work. Many Canadians are finding it difficult to put money aside for retirement and are nervous about their future.

In the past, employees built retirement savings after paying off their house and putting money in Registered Retirement Savings Plans, building up cash values in bank accounts and insurance policies. Today, facing an inflated housing market and higher cost of living, employees' retirement focus has shifted to employer pension plans as one of their main sources of retirement income. Employer pension plans have come to the forefront of employees' minds; for many, a pension will be their main source of retirement income.

Employers in the Municipal Employees' Pension Plan (MEPP) have their employees' attention by offering them a pension plan. The benefits of having a pension plan can improve organizational goals of recruiting and retaining staff, and increase efficiency and loyalty of employees. Studies have shown that the largest stress employees carry are financial concerns. This ultimately affects the organization, as employees'

focus is limited, having an impact on quality of work and productivity. Financial wellness in the workplace has become a focal point for many organizations. MEPP offers employers a variety of educational tools and resources to improve employee's financial wellness and peace of mind.

MEPP employers serve as plan sponsors, promoting the educational and information resources to employees to help them with general financial management and security including the knowledge of how their plan works. This is beneficial to keep employees engaged and loyal, as your employees are the most valuable business asset. By using the resources MEPP provides, employers can comfortably know their employees are moving into retirement prepared and with an income.

Administrators are responsible to ensure plan members have access to resources to inform them about the plan and help prepare them for retirement. As a team effort, employers and MEPP work closely to ensure plan members are informed, and have a better understanding of the plan and how it works to help them with their retirement goals.

MEPP has evolved over the years to better serve plan members and has continued to add resources and services. MEPP has recently launched on Facebook and Twitter to further engage employees and employers. The jump to social media further proves MEPP's continued dedication and customer service to members while keeping up with the ever-changing pension environment. With these social media accounts providing tips, tricks and important information regarding pension and retirement, employers and employees will always be in the know with the current happenings of the plan and industry trends.

MEPP's website offers a broad range of information on the plan for employers and employees. Employers have access to information and resources to help administer the plan, including quarterly bulletins. The bulletins keep you updated and informed on timely administration updates, and new and upcoming services available to your employees. Members can use the vast resources ranging from periodicals to detailed information about the plan. The website is a one-stop-shop for employers and members to learn about the plan and their options in MEPP. An impressive

resource offered by MEPP is the MORE online retirement planner. The retirement tool shows members what their existing MEPP account may provide them in retirement. The tool allows members to customize their retirement plan: changing their retirement age, adding other retirement income, adjusting anticipated retirement expenses.

Members have also found value in the presentations and workshops presented by MEPP's Retirement Information Consultants (RICs). Currently MEPP offers two presentations.

Your Pension. Your Future. is a presentation geared to members in their 20s and 30s. The goal of the presentation is for members to take ownership of their financial future and understand the importance of having a personal financial game plan. As well, this presentation will help members recognize the value of their pension plan as part of their total compensation.

For members nearing retirement, MEPP offers a full-day workshop called *RetireWithEase*. The goal of this workshop is to help members make informed decisions about their pension. The workshop focuses on general retirement planning, and plan-specific information, including retirement income options and retirement planning tools. The presentations and workshops are flexible for employers and can be scheduled as part of a workplace initiative. Employers can request specific information regarding the plan to best suit your employees needs and questions. Being flexible with your schedule, the presentations will come to you, despite being in a different city, town, or village.

MEPP's RICs hold their Certified Financial Planners™ designation and can simplify pension jargon into simple and meaningful information for members. The RICs are available to meet one-on-one with plan members to discuss their retirement goals and provide suggestions on how to reach their goals. In addition to the RICs, MEPP employs a friendly and very knowledgeable administration staff with more than 275 years of combined experience to help members and employers on a daily basis with any questions or plan needs they may have.

MEPP is currently in the initial stages of replacing the pension administration system to provide enhanced services to employers and plan members. As MEPP works on the system requirements, consultation with employers and employees is required to ensure employer needs and expectations are met. In the fall of 2016, MEPP representatives will contact employers

to offer the opportunity to provide input into this new pension administration system. As the key system for employers to interact with MEPP, don't miss this opportunity to provide your insights on how to best build this system to meet your needs.

When it comes to an employee's financial planning, employer pension plans are huge. MEPP provides employees with the security of knowing what to expect when it comes to retirement income. As a defined benefit Plan, MEPP is a draw for any future or current employee. Promoting

financial wellness in your organization along with retirement preparation can improve employee loyalty and productivity.

MEPP employers have a leg up on other employers by offering employees an employer-sponsored pension plan. The real benefit to employers lies in understanding the value of providing a pension plan to employees and the importance of informing and promoting the plan. When employers see the value in MEPP, you can use it as leverage with existing and potential employees. ■



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Even if you end up with a successful result, going to court is rarely a pleasant experience. While trials are indeed trials, there are a lot of strategies that will help you, if you unfortunately find yourself in the courtroom. While this article focuses on situations when your community will be a defendant, many of these strategies are applicable to winning as a plaintiff.

The best way to win a court case, however, is to never have to go to court. That's why there's an asterisk after "win" in the title of this article. The best way to avoid going to court is by being proactive and protected.

Being proactive means being attentive to concerns and complaints of residents, and those individuals your community has a contract with. As mentioned in the spring 2015 Legal Services Voice, prepare and implement a good maintenance, supervision, and complaints-response policy for municipal properties such as parks and recreational facilities. When entering into commercial arrangements, hire a lawyer to help create or review contracts to ensure the contracts address all issues and include the clauses that protect your community.

Make sure your community is protected as well. Ensure your insurance is up to date

and covers everything you need covered. Review title for all municipal properties so you know what you own. Community planning tools like asset management help avoid crumbling roads and infrastructure that can lead to lawsuits.

Remember, the court process does not start until your community is served a court-issued statement of claim or court application. Simply getting a letter demanding payment for an alleged act does not mean the community is being sued. While you should treat demands seriously, there is no requirement to immediately pay money in response. Get in contact with your insurer or lawyer to determine potential liability or options to negotiate a binding, documented settlement.

Sometimes, despite your best efforts, your community will still be served a lawsuit. There are still a lot of opportunities to ensure the matter will not end up at trial — and avoiding trial can mean avoiding damages and legal costs.

Once you have been served, contact your insurer or your lawyer. Get a file together with all related documents and save emails. Writing a summary of events after being served a statement of claim or application can also be helpful. Your insurer and lawyer will need to talk with you and review documents in order to advise you.

Get familiar with municipal legislation. There are sections in municipal legislation that protect urban municipalities from liability. This tip alone is worth its own article — and will be expanded in a future Legal Services Voice. Key defences in *The Municipalities Act* include section 340 (limits certain flooding damage claims) and section 344 (requires claimants to start a court action for damages within one year of the event occurring). These sections are mirrored in sections 303 and 307 of *The Cities Act*, and sections 360 and 364 of *The Northern Municipalities Act, 2010*.

Get familiar with the court process as well. The statement of claim or application documents will set out strict requirements, deadlines, and hearing dates which may require prompt responses. Lawsuits can be started in the Queen's Bench Court or Small Claims Court. Talk with your lawyer about the differences in processes. In general, Small Claims matters are usually for less complicated matters for smaller amounts and the court process moves relatively quickly. Queen's Bench matters have more steps and longer timelines, and usually involve more complex matters and larger amounts.

Be prepared to consider settlement. There is no obligation to settle a matter,

but often it is the most positive, cost saving, and timely resolution available. If you find there is an opportunity to settle, get a solid and signed settlement agreement, ideally containing a confidentiality clause.

Despite best efforts — and fair settlement offers — some cases still find their way into the courtroom. Preparing for your day in court involves building on the work you already have finished, but is all the more important in order to avoid a damaging precedent or significant damages awards.

In the days before court, finish preparations. Your lawyer will be working with you to finalize trial planning and preparations. This includes organizing documents and identifying exhibits.

On the court day, get there early. Get familiar with the building, courtroom, and the witness box. Meet with your lawyer to go over last preparations. When I was a litigator, I would aim to get to court early so by the time the matter began, I would be 'bored.' Not literally, but I would be waiting patiently for court to open with documents arranged, witnesses prepared, and arguments ready.

On the stand, be yourself. Be respectful to opposing counsel, the other party, the court, and the judge. Be open and honest, but to the point. Answer the questions without trying to anticipate where things are going or 'over-explain' your actions. Let your preparations and familiarity with the case speak for itself.

When the matter is over, and you receive the decision, be gracious in victory and patient in defeat. There may be an opportunity to appeal. Regardless, there will be lessons learned, and an opportunity to improve the services and operations in your community.

As is so often the case, the little things that help the most to ensure that your community win a trial are the same things you can do to avoid ever ending up in court.

By weaving many of these things into what you do every day, you are helping your community win.

The goal of SUMA Legal Services is to assist members on legal issues and keep members up to date on decisions and trends in municipal law. This service does not create a solicitor-client relationship. For legal advice about your specific situation, contact your community's lawyer. ■

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Make a Date with SUMA for Upcoming Events

As we move into fall, things are speeding up around the SUMA office in advance of a busy few months. We are preparing lots of educational and networking opportunities available only to SUMA members; be ready to take advantage of them!

We will update the Event Listings on our website as we finalize details. Find the listings under the News & Events menu on www.suma.org to get the most up-to-date information.

Regional Meetings

Dates are set for this year's regional meetings, but municipal elections mean they are a bit later in 2016. You can expect updates on what's happening in your region and with SUMA, plus the election of your regional director. Be sure to swear in your council members **before** the regional meetings so they are eligible to run. Check the SUMA Event Listings on our website for your region's agenda and registration details.

Mark your Calendar

- **Southeast:** November 15 — Carnduff
Director: Mike Strachan
- **East Central:** November 16 — Yorkton
Director: Randy Goulden
- **Central:** November 18 — Fort Qu'Appelle
Director: Ron Osika
- **Northeast:** November 21 — Melfort
Director: Glenn George
- **Northwest:** November 22 — Osler
Director: Ben Buhler
- **West Central:** November 24 — Kindersley
Director: Al Heron
- **Southwest:** November 25 — Hodgeville
Director: Dale Domeij

Municipal Leaders' Roles and Responsibilities Workshops

While SUMA is touring around the province for regional meetings, we will also offer two Municipal Leaders' Roles and Responsibilities (MLRR) workshops – formerly known as Newly Elected Workshops. This is one of the MLDP modules developed exclusively for elected and appointed municipal leaders in Saskatchewan. New and returning

council members, and municipal staff are encouraged to take this valuable session. See page 18 for more details on this workshop.

Mark Your Calendar

- **MLRR Workshop:** November 17 — Lumsden
- **MLRR Workshop:** November 23 — Warman

Convention 2017

Of course, we have already started the wheels turning in preparation for SUMA's 112th convention! We hope you'll join us for Convention 2017 in Saskatoon, February 5-8 at TCU Place.

The 2017 theme is *Shaping an Urban Saskatchewan*. As we celebrate Canada's 150th birthday, we also look to what the future holds for urban governments in Saskatchewan. Urban Saskatchewan is a growing, diverse, and progressive part of our province; SUMA wants to encourage councils to take the initiative during their term, using innovation and leadership to shape their future instead of having it decided for them.

Information on hotel accommodations for Convention 2017 is available on the Convention and Tradeshow page of our website. Rooms are going quickly — our host hotel, the Hilton Garden Inn, is already sold out — so book soon!

Be sure to send in your nominations for the Meritorious Service, Honorary Service, and Scoop Lewry Awards by the October 5 deadline. Awards will be handed out at the President's Banquet on Tuesday, February 7.

Mark Your Calendar

Convention 2017: Sunday, February 5– Wednesday, February 8

Municipal Leadership Development Program (MLDP)

As a SUMA member, you also have access to the MLDP — a great educational resource for urban municipal leaders. The program is a series of six workshops for elected officials and senior municipal staff designed to strengthen local government leadership. The municipal sector is complex and ever changing, but the MLDP is there to help you be the leader your municipality needs and deserves. Visit www.mldp.ca to get more information on MLDP and how to register.

Mark Your Calendar

- **Strategic and Financial Planning for Municipalities:** November 28 — Meota
- **Municipal Economic Development Fundamentals:** November 30 — Loreburn
- **Human Resources in the Municipal Workplace:** November 29 — Prince Albert
- **Public Relations and Communications for Municipalities:** December 2 — Swift Current
- **Community and Land Use Planning:** December 2 — Yorkton ■

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Behind the Scenes of SUMAdvantage Program Development

Lisa Rawlings - Marketing Coordinator, SUMA

SUMAdvantage began with a simple premise: Save SUMA members money through bulk purchasing with strategic partners. But to leverage the right resources and create the best possible programs, we need advice from our members when choosing these businesses. The potential partners are endless; collaborating with our members is essential to saving time and money.

In 2013, we started a journey to revamp the SUMAdvantage program and created the Program Development Advisory Committee (PDAC). This committee was developed to give SUMA suggestions, feedback, and professional insight on our SUMAdvantage program development from the administration in our member municipalities. It's an important part of how we are growing SUMAdvantage to help municipalities save money.

We know our members' needs can vary greatly, so sectoral representation is key to the committee. With this in mind, Director of Corporate Programs and Member Services **Tania Meier** solicits volunteers from our member municipalities to sit on the committee, which communicates by email and two to four conference calls per year. We know committee members are busy, so we provide agendas to ensure we stay on track and keep calls short — under an hour.

Jennifer Thompson, CAO with the Town of Lanigan, has been a committee member since the beginning. She became interested in the concept of bulk purchasing after she discovered inconsistencies with office supply pricing compared to other municipalities. "After talking to other municipalities about our office supplier invoicing, we discovered we all had different pricing. I wanted to see all municipalities, large and small, have fair and consistent pricing."

The experience motivated her to join PDAC. "The SUMAdvantage program gives us a lot of buying power, combining our needs for products ranging from water meters to office supplies. We become better planners this way." Jennifer gives credit to a council that stands behind her on this venture. "Having a supportive council makes joining a committee easier to do."

Jennifer has this advice to municipal administration staff when it comes to PDAC: "Get involved. When you have the opportunity to actively participate, you are able to influence change."

One of the first things the committee did was put together a list of opportunities to pursue, prioritized by urgency. We call this the 'Calendar of Opportunities' and you can find it on our website:

www.suma.org/sumadvantage. The calendar shows members where the program is today, and where it will go in the future. It also shows vendors when they can expect to bid to join the SUMAdvantage program as a partner.

The first step in creating or revamping any program is the request for proposal process. It starts by assembling a Bid Evaluation Committee to help determine criteria, evaluate vendor proposals and choose a supplier. Since each new program gets its own Bid Evaluation Committee, the commitment is short term — usually about six hours of active work over three months. All correspondence is via email or conference calls, so committee members don't have to worry about time lost to travel, and even those in distant municipalities can participate.

You can even volunteer on more than one committee. Remember Jennifer from Lanigan? She helped choose vendors for the office product program. "Being part of a bid committee, you...review (more than) best pricing and service levels. Taking into account the scope of challenges other municipalities face such as shipping costs, delivery wait times and small quantity challenges, you are able to network and expand your municipal knowledge"

Our Municipal Procurement Agent **Beverly Bradshaw** says she is "super excited" about the direction SUMAdvantage is taking. "It can potentially change the way our municipalities view purchasing. PDAC provides the general direction of which programs to add to SUMAdvantage. Their insight allows me to focus on what offers the most benefit to our members, rather than pursuing programs that have little or no value.

"Members who want to serve on the Program Development Advisory Committee, but do not have the available time, can participate on the Bid Evaluation Committee, which is a shorter commitment. This is another avenue for members to actively participate, promoting the integrity and value of what SUMA is trying to accomplish and endorse our SUMAdvantage programs."

If you are in administration for a SUMA member municipality and want to know more about how to participate in one of our SUMAdvantage committees, please contact Tania Meier at 306-525-4379 or tmeier@suma.org. If you are an elected official, you can encourage your administration to join one of the committees to help improve how Saskatchewan urban municipalities purchase goods and services.

A special thank you to our PDAC members:

- Carol Lawrence, Assistant Administrator, Town of Tisdale
- Cheryl Hoshowsky, Store Keeper – Purchasing, City of Swift Current
- Don Newlin, Business Analyst, City of Lloydminster
- Donna Bessey, Assistant Administrator/Community Development Coordinator, Village of Bladworth
- Glenda Lemcke, Chief Administrative Officer, Town of Langenburg
- Huguette Lutz, Chief Administrative Officer, Town of Carlyle
- Jason Chorneyko, Chief Administrative Officer, Town of Wynyard
- Jennifer Thompson, Chief Administrative Officer, Town of Lanigan
- Kathy Reschny, Administrator, Village of Denzil
- Kim Gartner, Chief Administrative Officer, Town of Macklin
- Linda Rauckman, Director – Materials Management, City of Saskatoon
- Richard Burelle, Manager – Financial Operations, City of Regina

Former members:

- Greg Markewich, Manager – Financial Operations, City of Regina
- Leslie Richards, Accounts Payable/Accounts Receivable, City of Weyburn ■





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New SaskTel SUMAdvantage Savings Plan

SaskTel is a dedicated long-time supporter of SUMA, committed to providing the best products and services at competitive prices to help municipal offices succeed. SUMA partnered with SaskTel in 2013 to provide members discounts in long distance, high speed internet services and cellular savings on Revenue Based Rewards. **Tania Meier**, SUMA's Director of Corporate Programs and Member Services, said the program has resulted in an estimated **\$1 million in savings** for members, over three years. With the current agreement expiring, SUMA and SaskTel decided to once again team up to offer SUMA members the same great savings and adding in new product offerings.

SUMA is pleased to see its long-term relationship with SaskTel continue, Tania Meier noted: "SaskTel offers many critical services to members. By leveraging a partnership through SUMAdvantage we help members save money, offer additional service offerings at affordable prices and grow our SUMAdvantage program. We are excited to offer more program offerings to members and continue this long-term relationship with SaskTel."

The SaskTel agreement has been expanded to include cellular accessories (25 per cent off wireless accessories at authorized SaskTel stores), discounted Data Centre services, and security (SaskTel's subsidiary SecurTek offers a discount on SoloProtect, which monitors lone workers). Perhaps most important for municipal offices, SaskTel offers SUMA members Integrated Business Communications (IBC), an essential communications and collaboration tool for keeping staff — and the community — connected, whether they are in the office or at a remote location. IBC users can customize their package with optional add-ons to meet their business needs. Features include:

Desktop client: Place calls from any Internet-connected Mac or PC and utilize conferencing and collaboration features, three-way conferencing, desktop sharing, file transfers, group session, and call histories synchronized between mobile devices — both soft and hard phones.

Mobile client: On-the-go access to unified communications capabilities like the corporate directory — with all tolls charged to the office for calls made using the client.

Mobile integration: Seamless switching between mobile devices, desk phones, and your desktop client. You and your customer won't notice the difference and you'll save money by using fewer mobile minutes in the office.

Messaging: Never miss an important call with voice mail, voice mail to text, voice mail to email, combined voice mail, fax to email, and instant messaging and presence.

HD voice: High-definition voice provides clearer overall sound quality than standard analog voice on select Polycom phone sets.

Toll-free calling: Free long distance in Canada and the US with outbound calls.



Tara Mantyak

According to SaskTel's **Tara Mantyak** (Marketing Manager – Business Market), "IBC is the phone system of today and tomorrow. Users can connect with fellow employees in multiple ways: office landlines, cell phones, servers, and individual computers are connected in multiple ways. We all know that municipal government doesn't cease operation at 5:00 p.m. every day. If an issue arises in off-hours, IBC allows staff to communicate with each other no matter where they are. If someone calls

your office phone, that call will also ring on your cell phone. You also have the ability to share files and video-conference with other employees. IBC also includes long distance anywhere in Canada and the U.S."

If IBC sounds too good to be true, let's turn to a testimonial from **Kelly Hoare**, Administrator, Town of Shellbrook, from the SaskTel website. Kelly says, "We recently made improvements to our disaster recovery plan by installing IBC. It gives me additional mobility since I can access and re-route my phone from an Internet connection. Prior to IBC, we were forced out of our building twice in six years due to sewer odours coming into our building. The last time, we were out the better part of a week, right at year-end. There was nothing to do but hang a note on the door and go home. Now, we can take phone calls from home. I've also set up my computer so I can log into my server from home, too. The ability to have a remote location, administration and phone calls, combined with the idea of being mobile in an emergency, is quite valuable."

Kelly adds, "We like the ability to perform administration functions ourselves. With our old system, we weren't even able to add a new employee ourselves. I like how clear and crisp it is. We haven't experienced any problems at all. We had a concern when we were having a big student conference (800 teenagers) in town and, of course, they all had cell phones. We were concerned that having everything on the Internet might affect our phone system, but we had no problem."

"From the start, we knew we weren't going to learn everything right away, but it's great to know that we're not limited and there are lots of functions to explore. When we saw the system for the first time, we could see the potential for growth."

The cost of IBC, of course, varies with each municipal customer. Tara Mantyak says municipalities should view IBC as more of an operating expense than a capital expense. Tara concludes, "IBC truly is the essential business tool for today and tomorrow. After just a couple of weeks, users will wonder how they ever managed without it. And, of course, SUMAdvantage members realize excellent savings and additional benefits." ■

SUMAdvantage

Your first call for savings

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

If you need additional information, please contact SUMA's Corporate Programs and Member Services Director, **Tania Meier**, at 306-525-4379 or email tmeier@suma.org

OFFICE AND MUNICIPAL ELECTIONS

Apparel, Promotional Items and Sporting Goods	Prince Albert Source for Sports	306-764-3285	www.sourceforsports.ca
Election Material	SUMA	306-525-3727	www.suma.org
Lapel Pins	Laurie Artiss Limited	800-667-8168	www.thepinpeople.ca
Long Distance, Cellular and Internet Services	SaskTel	306-525-4379	www.sasktel.com
Municipal Magazine	Municipal World	306-525-3727	www.suma.org
Network and Email Solutions	Lexcom Systems Group Inc.	306-545-9242	www.lexcom.ca
Office Machines	SUCCESS Office Systems	800-667-8173	www.successos.com
Office Products	Supreme Basics	800-667-3690	www.supremebasics.com
Office Products	Staples Business Advantage	877-272-2121	www.eway.ca
Shipping Labels	SUMA	306-525-3727	www.suma.org

PUBLIC WORKS/PARKS AND LEISURE

Cat and Dog Tag Licensing and Animal Control	Ketchum Manufacturing	306-525-3727	www.suma.org
Fuel Supply	PFA Canada	800-807-3750	www.pfacanada.ca
Janitorial Supplies	Wood Wyant	800-667-8178	www.sanimarc.com/woodwyant.aspx
Mosquito Control	Evergro	800-661-2991	www.cpsagu.ca/pages/evergro.aspx
Municipal Tires	Kal Tire	Contact nearest location.	www.kaltire.com
Municipal Tires	Michelin	Purchase through Kal Tire, Saskatoon Wholesale Tire or Graham's Tire.	
Natural Gas	Connect Energy Partnership	866-934-6918	www.connectenergy.ca
Solar Pool Heating	Kelln Solar Consulting Ltd.	888-731-8882	www.kellnsolar.com
Traffic Signs	ATS Traffic Saskatchewan	888-278-4209	www.atstrafficgroup.com

HOTEL AND VEHICLE

Fleet Management and Vehicle Rental	Enterprise Rent-a-car	800-736-8227	www.enterprise.ca
Regina Hotel and Convention Host Hotel	DoubleTree by Hilton (Regina)	306-525-7580	www.doubletree.com
Regina Hotel	Travelodge Regina	306-586-3443	www.travelodgeregina.com
Saskatoon Hotel	Hilton Garden Inn (Saskatoon)	306-244-2311	www.saskatoon.stayhgi.com
Saskatoon Hotel	Travelodge Saskatoon	306-242-8881	www.travelodgesaskatoon.com

FINANCIAL

Borrowing and Financing	BMO Bank of Montreal	Contact nearest branch location.	www.bmo.ca
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Community Initiatives Fund	23	306-780-9308	www.cifsask.org
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Enbridge Pipelines	47	403-231-3900	www.enbridge.com
EPRA Saskatchewan	11	888-567-4535	www.recyclemyelectronics.ca/sk
Federated Co-operatives Limited - Co-op Propane	41	306-244-3311	www.fcl.ca
Fer-Marc Equipment Ltd.	43	306-569-9041	www.fer-marc.com
Handy Hitch	25	800-665-2490	www.handyhitch.com
KGS Group	33	306-757-9681	www.ksgroup.com
McElhanney Consulting Services	27	306-649-0740	www.mcelhanney.com
MPE Engineering Ltd.	40	866-329-3442	www.mpe.ca
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Saskatchewan Assessment Management Agency	33	800-667-7262	www.sama.sk.ca
Saskatchewan Association for Resource Recovery	9	877-645-7275	www.usedoilrecyclingsk.com
Saskatchewan Heavy Construction Association	41	306-586-1805	www.saskheavy.ca
Saskatchewan Heritage Foundation	38	306-787-2105	www.pcs.gov.sk.ca/shf
Saskatchewan Parks and Recreation Association	38	306-780-9231	www.spra.sk.ca
Saskatchewan Scrap Tire Corporation	37	306-721-8473	www.scraptire.sk.ca
Saskatchewan Workers Compensation Board	35	800-667-7590	www.worksafesask.ca
SaskCulture	38	866-476-6830	www.saskculture.ca
SaskEnergy	29		www.clickbeforeyoudig.com
SaskTel	48	800-SASKTEL	www.sasktel.com
SaskWater	2	888-230-1111	www.saskwater.com
Stantec	46	306-781-6400	www.stantec.com
SUMAssure	12	866-450-2345	www.sumassure.ca
Suncorp Valuations	3	800-764-4454	www.suncorpvaluations.com
Sunroof Solar	41	306-559-3330	www.sunroofsolar.com
TAXervice	27	877-734-3113	www.taxervice.com



A large, bold yellow graphic of the letter 'E' followed by an equals sign '=' is centered in the upper half of the image. The background is a scenic autumn landscape featuring a yellow car parked on a grassy roadside next to a guardrail. Two people are standing by the car, one with the driver's door open. The background shows a rocky cliffside with trees in vibrant autumn colors (orange, yellow, red) under a blue sky with light clouds. The car's license plate is 994352X.

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