

VOLUME 18 NUMBER 1 | SPRING 2013

URBAN*Voice*

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

GROWTH: CHALLENGES & OPPORTUNITIES



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108th Convention Revisited • Safe Drinking Water – Part One

SaskWater

#11

fp - 4c

ifc

SaskPower

#33

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SK Ministry of the Economy

#17

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TOGETHER, LET'S MAKE OUR COMMUNITIES GREAT

Mayor Debra Button, President

As I begin a new journey as SUMA President, I look forward to building relationships with our members, and to working with the Board of Directors and SUMA staff to help us all build a better Saskatchewan. What better place to begin that journey than on the heels of a successful Convention 2013, talking about the growth happening all over our great province.

Growth is not just a buzzword. I see it in my community, both the challenges and the opportunities. The impact of growth on our communities is felt in many different areas, from recreation and immigration to wastewater and policing issues. It's wonderful to see Saskatchewan growing and changing; and as urban governments, we are on the front lines.

The people that choose our villages, cities and towns for their

homes deserve the best quality of life we can provide for them. We have the chance to make our communities great, despite the difficulties that come with progress and change. We can work together with other orders of government, with SUMA, and with each other.

We are at a critical point in our province. We need healthy partnerships, and the courage to do what we were elected to do: lead. As George Cuff told us at Convention, we are elected to be "possibility people," not "status quo" people. I am excited to see the possibilities urban governments find all over our province, and to the solutions we find to the challenges we all face.

And finally, thank you for the opportunity to lead, not only within my own community, but to lead SUMA on your behalf. ■

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#2

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LET'S GROW TOGETHER

Laurent Mougeot, Chief Executive Officer

We truly live in a new Saskatchewan. We're experiencing tremendous growth all around our province, and the Government of Saskatchewan has laid out their strategy in the *Saskatchewan Plan for Growth: Vision 2020 and Beyond*. It's a word we are all hearing a lot of lately, but what are we doing about it?

SUMA is here to serve our members, and we want to help you meet the challenges and the opportunities that growth brings to your communities. That's why we created our Urban Growth Agenda,

showing how urban Saskatchewan and the government can work together to make the vision of sustainable growth come true.

It's also why we bring you stories of how other urban governments are dealing with the growth in their community. You all have important stories and lessons to share. Those stories come together in this issue of *Urban Voice*, at our annual conventions, during our regional meetings, and when SUMA staff comes to see you in your villages, towns, and cities.

At Convention 2013 your dynamic leaders came together to talk not just about growth, but also working together to make our communities dynamic and strong. Take the time to find out what your neighbours are doing, and how you can co-operate to help everyone reach their goals.

SUMA is not just one organization; we are the voice of nearly 450 urban governments. Collaboration and teamwork is vital to our success, and it can be the key to yours. Come together around your challenges, and make the most of your opportunities. Grow, together. ■

Sask Culture
#15
1/4v - 4c

SK Heavy Construction Assoc
#5
1/4v - 4c



GROWTH AND CHALLENGES – SUCCESSION PLANNING

Rodney Audette, President, UMAAS

Over the past half-decade, economic development and growth in our small and medium urban centres has put stresses on municipal administration. Communities are growing and all sectors of municipal administration need resources. Leadership and good management in municipal administration will be essential to deal with growth and development issues.

However, this comes as an increasing number of administrative positions in municipalities are empty due to retirements, labour mobility and other factors. This presents challenges for urban governments as they try to hire new administrators from within a shallow pool of qualified candidates.

It is important for urban governments engaged in administrator recruitment to devise a plan and goals for hiring.

Questions have to be considered.

"What does legislation require?"

"What qualifications do we expect?"

"What type of a candidate are we seeking?"

"What happens if there are no qualified candidates?"

The Urban Municipal Administrator's Association of Saskatchewan (UMAAS) may be able to answer questions on legislated requirements, and provide additional guidance and support on things like educational and certification requirements.

SUMA and UMAAS see that there are too few qualified recruits for administrator positions. We have discussed an internship program to support the training to prepare individuals for the diverse roles of a municipal manager. All parties agree an internship program would be a proactive measure and could be a huge resource.

UMAAS represents our current members' needs, interests and professional development first. Although we are keen on bringing new people into the profession, our organization does not have the resources – human nor financial – to directly address an internship program.

With existing partnerships between SUMA and the Ministry of Government Relations, UMAAS feels some form of funding for an internship program could

be arranged. While we would be happy to help develop, and perhaps administer an internship program for new urban municipal administrative personnel, we have to wait for municipal and provincial government leadership to

effectively address the issue and provide the resources. At that time we would be pleased to help prepare a program implementation proposal for our elected leaders' final approval. ■

MVS

#7

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SUMA'S PATH TO GROWTH

For almost five years, SUMA, and our nearly 450 members, have focused on handling the pressures of current growth, while planning for medium- and long-term future growth. The provincial government was also developing a plan for sustainable growth focused on maximizing Saskatchewan's strengths, and taking advantage of our opportunities. On October 16, 2012, Premier **Brad Wall** unveiled the *Saskatchewan Plan for Growth: Vision 2020 and Beyond*.

The provincial plan identifies that while growth is valuable, it must be purposeful. The government says that they strive for growth in Saskatchewan to ensure better quality of life for residents. To achieve sustainable growth, the provincial plan identifies six core activities for the government:

- Investing in infrastructure.
- Developing a skilled workforce.
- Ensuring competitiveness.
- Increasing export trade.
- Advancing the province's natural resource strengths through innovation.
- Maintaining sound fiscal management.

The government believes that by focusing on these six activities, it will be able to achieve several key goals.

By 2014, reduce surgical wait times to no more than three months.

By 2017:

- eliminate wait times in emergency rooms; and
- cut the provincial debt in half from its 2007 level.

By 2020:

- have 1.2 million people living in Saskatchewan;
- increase Saskatchewan's workforce by 60,000 people
- double the value of Saskatchewan's exports;
- increase crop production by 10 million tonnes;
- increase exports of agricultural and food products to \$15 billion (from \$10 billion in 2011);
- reduce the difference in graduation rates between Aboriginal and non-Aboriginal students by 50 per cent; and
- lead the country in Grade 12 graduation rates.

These core activities and goals make it clear that the province must be supported by a strong and vibrant urban sector to achieve Vision 2020. Saskatchewan's villages, towns, and cities are on the front lines of growth. The facts are clear:

- 82 per cent of Saskatchewan residents live in a village, town, or city.
- More than 95 per cent of immigrants move to cities, towns, or villages.
- More than 80 per cent of the jobs in Saskatchewan are within our urban boundaries.
- The top six job-growth industries in Saskatchewan are urban-based.
- Schools, hospitals, agricultural service industries, and export value-added manufacturing facilities are almost exclusively located in villages, towns, or cities.
- Urban revenue sources – income, sales, and corporate tax – are all increasing, delivering new revenue to the province.

For growth to increase quality of life for residents, the government's first priority must be to invest in the communities where people live, work, and play. The villages, towns, and cities of Saskatchewan invest heavily to provide the quality of life, and public-safety infrastructure and services people need and expect.

Achieving the province's population growth goal means 16,200 new residents – nearly four new Nipawins – every year. Roughly 90 per cent of new residents move to villages, towns, or cities; they come for work, and they come with big expectations for services. To keep them in Saskatchewan – and provide them the education, health, recreation, and employment opportunities they expect – the first step is investing in urban communities.

Shortly after the provincial government released the Saskatchewan Plan for Growth, SUMA released the Path to Growth on our website. In it, we outline the three priorities necessary for villages, towns, and cities to fully contribute to achieving sustainable growth in Saskatchewan, based on our members' identified core interests.

- Secure a funding environment that ensures urban governments can meet

the needs of growth.

- Build a legislative and regulatory environment that promotes local autonomy and encourages growth.
- Strong support for the development of local and regional capacity so urban governments can meet all the obligations and expectations placed on them while working effectively with their neighbours.

A FUNDING ENVIRONMENT TO SUPPORT GROWTH

The SUMA Path to Growth outlines four steps to move toward a sustainable level of funding for urban governments.

Rebalance the distribution of the revenue sharing program to ensure operational funding flows to villages, towns, and cities.

- SUMA has presented a strong case to the Minister and to government for why villages, towns, and cities need a greater share of this program funding. We expect a decision from the Minister by the provincial budget.

Secure an initial provincial investment in urban infrastructure, with a commitment to full development of funding when a federal program is launched.

- While the provincial government is backing away from any commitment to interim funding for infrastructure, there is strong indication that a federal program will launch next year, and that the provincial government will fully participate in that program. SUMA continues to advocate for a dedicated stream of infrastructure funding from the province, similar to the MOG/revenue sharing program that funds operating costs.

Collaborative exploration of new revenue options with a focus on innovation, fiscal responsibility, and taxpayer fairness.

- If the province wants to focus on debt reduction and tax competitiveness, it should empower villages, towns, and cities to collect new forms of local taxation to meet local pressures. The government is currently lukewarm to this idea, but SUMA remains committed to advancing this agenda as it makes sense for both our members and the province.

Explore innovative options for leveraging private capital and accessing public-private partnerships.

- Neither SUMA members nor the provincial government have enough money to meet all of the municipal needs. Preliminary indications show we need more than \$20 billion to support municipal infrastructure over the next 15 years, so we must tap into private investments. However, the traditional models of public-private partnerships do not work for small communities. Therefore, we need to find innovative options for attracting private investment to support our local needs.

LEGISLATIVE AND REGULATORY ENVIRONMENT

The SUMA Path to Growth proposes two steps to ensure villages, towns, and cities have the local autonomy needed to promote and secure growth:

SUMA offered to lead a collaborative review of the legislation affecting Saskatchewan's local governments.

- This review would be mandated to streamline legislation. It would follow a pattern similar to what the government is doing in other areas, with a focus on developing an outcomes-based approach to regulation.

SUMA recommended changes to the current regulations governing debt limits for villages and towns.

- These recommendations were adopted by SUMA members through a resolution at Convention 2013.
- The recommendations include allowing borrowing beyond a three-year repayment period without SMB approval, and an extension of the debt limit from one year of own-source revenue to the equivalent of two years.

In addition, SUMA has identified a series of tests for evaluating whether regulations are necessary. The tests argue that provincial limitations on local autonomy should only be put in place when:

- an overriding provincial interest demands it;
- there are no other, less restrictive, options available for achieving the provincial interest;
- the limitations are restricted to the smallest number of urban governments possible (i.e., a rule should not apply to all villages and towns, but only to those it needs to apply to);
- the proposed limitation is as minimally intrusive and restrictive as possible; and

- any new costs resulting from the regulation come with a provincial commitment to work with affected local governments to identify cost-reduction or revenue-generation strategies to offset those costs.

LOCAL AND REGIONAL CAPACITY

Our Path to Growth identified two immediate steps the province could pursue to make sure villages, towns, and cities have the capacity they need to meet the needs of growth:

Provincial funding for the Municipal Capacity Development Program (MCDP).

- MCDP is a partnership between SUMA, SARM, and the province. It helps build regional capacity, and supports local governments as they work with their neighbours. The program has successfully grown strong regional partnerships. The program funding is limited to leftover money from the federal Gas Tax Program. As a result, the program has a small staff that cannot meet the potential demand for services. To build capacity in the local government sector, we need a long-term provincial commitment to funding this program.

A more active presence from provincial government staff in identifying local capacity challenges, and supporting local governments as they work to address those challenges.

We developed SUMA's Path to Growth to achieve four things:
Align the interests of SUMA's members with the priorities of the provincial government.

- Since the provincial government is singularly focused on growth, it is important that SUMA member priorities also focus on growth. The Path to

Growth achieves that alignment.
Highlight the importance of villages, towns, and cities in achieving growth.

- All the evidence shows that growth is possible only with continued strategic investments in our urban centres. This is where virtually everyone lives, works, and plays. While Saskatchewan has a long rural history, our present, and our future are urban – in our villages, towns, and cities.

Articulate the steps needed to empower the urban sector.

- Villages, towns, and cities are needed for growth, and are ready to grow their communities smartly. The Path to Growth identifies what we need to do to make sure they can do that now, and into the future

Signal willingness to partner with the provincial government.

- The provincial government has a Plan for Growth, and the SUMA Path to Growth is meant to complement that plan. SUMA and our members are ready to work with the province to achieve long-term sustainable growth. In fact, a partnership between the province and urban governments is the only way we can achieve it.

Last summer, SUMA launched a media campaign with the tagline “Partners in Building Our Saskatchewan.” That tagline is an important reminder of what we are here to do. First, we work in **partnerships**. It may be within your communities, or with First Nations, other local governments, the private sector, or the province. Second, we are **together building** our present and our future. Through infrastructure, community development, public safety, and other programs, we build the foundation of success for our residents. Finally, we do this because we have a shared home – **our Saskatchewan**. None of us is in this alone, and we can succeed only by working together. ■

Airmaster Sales
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1/6h - 4c

ENSURING ADEQUATE WATER AND WASTEWATER SERVICES FOR GROWING COMMUNITIES

Terry Ross, Managing Editor

Healthy drinking water is at the top of the 'basic needs' list for human survival, and managing wastewater isn't far behind. Any urban government must provide adequate service in these two areas, and in Canada, there are stringent provincial/territorial regulations to be sure it happens. But what of a municipality growing in leaps and bounds? What challenges does it face ensuring its water and wastewater systems keep

pace with the increase of its population, especially with the ever-increasing cost of infrastructure construction?

In Saskatchewan, the province's Ministry of Environment (Environment) has instituted a *Parallel Growth Strategy* aimed at communities that need to expand their water and wastewater infrastructure to accommodate new growth; while at the same time ensuring that public health and environmental

protection goals are met. Environment evaluates applications for new water and wastewater projects and issues 'Permits to Construct.' At the same time, Environment consults with the Ministry of Government Relations' Community Planning Branch, which is responsible for subdivision review and approval.

How is this system working? Let's ask a couple of SUMA member municipalities: the Town of Carnduff and the Town of Carlyle.

TOWN OF CARNDUFF – "REALISTIC, ATTAINABLE PROJECT" NO MORE

POPULATION GROWTH

According to **Tara Beck**, Carnduff's Economic Development Officer, "The town has grown from 1,012 residents in 2006 to 1,126 in 2011 (according to Statistics Canada). This is an 11.3 per cent increase over five years. We feel our actual population is higher than the 2011 Stats Canada figure due to increased growth we have seen since then and also the amount of workers we see relocating on an ongoing basis due to job opportunities.

"In actual development we have housing filling our 5th Street Development and the beginning of our 6th Street Development. We also had a private developer develop an eight-condo unit and an 18-unit apartment building with the potential to develop more housing. Additions to Borderline Housing included 10 housing units, and a medical clinic. We completed Phase 1 of our industrial park and are currently completing Phase 2 with eight additional lots. We have also had interest in many of the infill properties, both commercial and residential, in the community.

"Much of our growth is due to our location – we are in the midst of the Bakken Oil play of southeast Saskatchewan, southwest Manitoba, and North Dakota. There are many job opportunities in and around the community. We have

seen new people from out of province, within the province, and out of country relocate to our community. We are also seeing many young families that grew up in the area moving back home for the job opportunities."

PRESSURE ON EXISTING WATER AND WASTEWATER SYSTEMS

With such a steady increase in population, the existing infrastructure is under constant pressure to accommodate the residents. Mayor **Ross Apperley** says, "Our water treatment plant operates at nearly full capacity. There are times, especially in peak seasons like summer, that the plant will be making water up to 21 to 22 hours a day. Over the past year we have expanded our reservoir to hold an additional 175,000 gallons of treated water, which does give us a cushion in the high-demand times for treated water. We are currently in the process of constructing the building to house a new treatment plant with hopes of a new treatment system in the near future."

Mayor Apperley adds, "The growth has taxed our wastewater system, making it necessary for us to expand our current lagoon system. In 2010, in order for a private developer to continue with a residential development, the town had to enter into a Parallel Growth agreement in

order for the developer to receive approval through Community Planning. Through our commitments in the Parallel Growth agreement, we started the processes to which we agreed. It was during the pre-design report that we were notified by the Ministry of Environment that we would not be allowed to expand our current system as we had intended, but would have to relocate our system and build a new lagoon. This took our project from a projected \$1-million project to a \$7-million project. The need for the change was due to the (lagoon's) proximity to the town.

"The town is in need of expansion of both systems in order to continue with the 'Sask Advantage' and continue to grow. However, our priority at this point is for the wastewater system as this is necessary in order for us to proceed with development. Both systems will be able to accommodate future growth."

COST AND FUNDING

Carnduff CAO **Annette Brown** reports, "The new water treatment system will be roughly \$1 million with the new wastewater system, as the mayor mentioned, going from a projected \$1-million cost for the cell expansion to a \$7-million project for the new lagoon at a new location. At this point the municipality will require grant funding to proceed with the wastewater project. Even with approval to exceed our debt limit, we

would not be able to fund this project on our own. We are hoping that there will be the new infrastructure grant program in 2014 in partnership with the federal and provincial governments that will allow us to fund such a project.

"At this point we are exploring our options with the water treatment facility. With regards to the wastewater project, we are currently in the pre-design and community consultation stages."

WORKING WITHIN THE PROVINCE'S PARALLEL GROWTH POLICY

Mayor Apperley states, "This policy did allow for further development of a project in our community and allowed us time to deal with the current state of our lagoons without holding up the development. The Ministry has given us some options on some wastewater conservation projects that they may accept in order to proceed with future development. However, there has been no commitment by either party on paper as of yet."

CAO Brown adds, "We found the actual policy to be fairly straightforward and

manageable. The one thing that we would like to have a clearer picture on is what we will be allowed to proceed with moving forward."

FUNDING WISH LIST

In terms of what changes to the existing funding system Carnduff would like to see, the Mayor says, "We feel that these larger scope projects need to be funded by all three levels of government and need to be shared equally, if not the larger portion funded federally and provincially. The potential new infrastructure program in 2014 is looking positive; however we need to ensure that there will not be a cap on the amount of funding per project from the two higher levels of government, that it is equally shared one-third, one-third, one-third. If there is a cap on the amount of the project that the federal and provincial governments will fund, this could potentially put our project on hold. We believe that if the municipality was to fund the project any more than one-third, it would be unlikely that we would be able to proceed due to the other infrastructure funding

deficits we are facing with regards to the pipes in the ground and roads."

"We also feel that with much of our growth coming from the oil industry," Beck adds, "that this industry contributes major income to our province and we should see some commitment in return. With a lack of adequate infrastructure in place, we do not have the ability to accommodate the many needed workers in the industry. These workers are the ones who fill the jobs that help produce the profits that the provincial government receives."

Says Brown, "The Town of Carnduff's largest obstacle or biggest frustration is the fact that we entered into this agreement with the intent of expanding our lagoon with an additional cell – a project that was/is very financially feasible for the municipality and that we were willing and ready to move ahead with. After being advised that we can **not** expand our current lagoon, that we have to build an entire new lagoon at a new location, this project has gone from a very attainable, realistic one, to one that is going to be dependent on potential funding programs." ■

TOWN OF CARLYLE – "THE ONLY WAY TO GET THINGS DONE"

POPULATION GROWTH

Carlyle's CAO **Huguette Lutz** tells *Urban Voice*, "The town's population increased 14.6 per cent from 1,257 in 2006 to 1,441 in 2011, according to the federal census. If we use the Sun Country Health Region numbers, Carlyle's population went from 1,458 in 2006 to 1,867 in 2011, which is a 28 per cent increase. We can attribute this growth mainly to the oil industry, and all the supporting businesses that go along with it."

PRESSURE ON EXISTING WATER AND WASTEWATER SYSTEMS

According to Lutz, "The existing water treatment plant was built in 1973, and upgraded in 1979. While safe for consumption, the aesthetic quality of the water was poor, as the system was not able to remove iron and manganese to an acceptable level. Storage capacity was 682,500 litres of treated water. Consumption requirements in 2009, when the study

was prepared for the new water treatment plant, well, and reservoirs, indicated that the water usage, while it varies from season to season, was 585,780 litres per day, or 6.78 litres per second.

"The new water treatment plant was constructed in 2010-2011. It consists of two reverse osmosis/nano-filtration water treatment units, each capable of producing 7.57 litres per second of treated water. Usage figures show that consumption averaged 762 cubic meters per day in 2012. The quality of the water is exceptional.

"This new water treatment plant construction was accompanied by a new well that produces double the capacity of the previous wells, and an increased storage reservoir for treated water of 229,200 l.gallons from 150,000 l.gallons previously.

"The Waterworks System Assessment report of August 2012 suggests that our new system will meet the town's needs until 2032.



"With regard to the wastewater system (lagoon), council was aware of the need for expansion for some time. The 2009 engineering report shows that the primary and secondary cell capacities were already surpassed in 2009. With the growth that the town has experienced, we knew that would only get worse. Because of the confines of the existing lagoon, the expansion project will likely only serve the population for another 10 or 15 years."

COST AND FUNDING

Says Lutz, "The cost of the water treatment plant, new well, and new storage facilities was approximately \$4.25-million, and was funded by the Building Canada Fund (provincial and federal funding each covering one-third of the cost, and the town covering the balance). The town used its reserves and borrowed, by debenture, the sum of \$1 million to cover its share.

"The cost of the new sewer main to the lagoon, the expanded secondary cell and aeration of the primary cell at the lagoon is estimated at \$2.6 million, not including

the purchase of additional land. Since there are no federal or provincial grants available, and the town no longer has reserves, the entire project will need to be funded by borrowing.

"Council met with the Ministry of Environment some time ago, to make sure that the proposed wastewater projects would meet with their approval. This was helpful in speeding up the process once the design work was done. We have received approval to construct. Now the project needs to go to Community Planning for approval.

WORKING WITH THE PROVINCE'S PARALLEL GROWTH POLICY

"We believe the Parallel Growth Policy is the only way to get things done," Lutz asserts. Development has been stalled (both our own development and private development) for the past two years, while design and preparation work was being done. We've potentially lost a duplex development because of the delay. At least now, we will be able to move ahead."

FUNDING WISH LIST

Lutz notes, "It is very difficult for municipalities of our size to fund these types of projects. We simply do not have the cash reserves needed, nor do we have the capacity to borrow, because the Saskatchewan Municipal Board controls the amount of money that we can borrow. Since the projects that we are involved in are utilities, and utilities are supposed to be self-sustaining, we also need to get permission from the Saskatchewan Municipal Board for any utility rate changes that we want to make. All this takes time. For example, last year the town budgeted for a rate increase beginning in January. By the time we received approval from the Saskatchewan Municipal Board, we missed one entire billing cycle, so our budget projections were off.

"Another grant program, such as the Building Canada Fund, is crucial if we are to continue to progress. The province and the entire country share in the growth that we are experiencing. Municipalities alone should not be required to pay the full price of this growth." ■

WHAT DOES THE PROVINCE SAY?

Supplied by Barry Braitman, Director, Community Planning Branch, Ministry of Government Relations, in consultation with others

THE PARALLEL GROWTH STRATEGY

Saskatchewan is experiencing unprecedented growth and is expected to continue growing. This growth is very desirable but does create challenges. One challenge is that small communities find their drinking water and or wastewater systems do not have the capacity to

handle the anticipated increase in population. However it takes time to plan and build the new capacity.

The Parallel Growth Policy was developed in 2008 to facilitate community growth. This policy is based on the knowledge that a new subdivision takes several years before lots are occupied

and new significant loads are added to water or sewer infrastructure.

Under the Parallel Growth Policy, a community can add needed new infrastructure over several years in a timeline parallel to the actual community growth instead of being required to have the infrastructure in place before

SK Heritage Foundation
#10
1/8h - 4c

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receiving approval for new subdivisions. Communities with potential for growth but having infrastructure problems could then contract with developers, establish planning and engineering designs, arrange funding, and start construction over a span of a few years while protecting the environment.

MUNICIPALITIES TAKING ADVANTAGE OF THE PARALLEL GROWTH POLICY

From early 2009 to the end of 2012, 30 Saskatchewan communities have accessed or used the Parallel Growth Policy to accommodate growth while protecting the environment and human health. We anticipate the number of communities involved with Parallel Growth dropping over the next years. The Parallel Growth Policy was designed as a bridging policy; long-term stable infrastructure funding and associated better planning such as asset management planning being championed by the Ministry of Government Relations will reduce the need for this policy.

GOVERNMENT SATISFACTION

The Government of Saskatchewan is satisfied that the policy has met the original goal of allowing many new subdivision projects to proceed while protecting the environment and enhancing drinking water and/or wastewater infrastructure to needed levels.

CHANGES TO THE POLICY

To ensure a consistent message to communities and to ensure the environment is protected, draft updated Parallel Growth Policy conditions are being reviewed to upgrade timelines and further ensure community ability to pay for the future works.

TIPS FOR MUNICIPALITIES CONSIDERING THE POLICY

The Water Security Agency is here to support municipalities, individuals and businesses as Saskatchewan continues to grow. The Water Security Agency also encourages communities that would like to take advantage of the Parallel Growth Policy to contact their local Water Security Agency Environment Officer at the earliest opportunity to discuss the project. This will facilitate identifying

any problems and options and will allow the development to move forward more quickly. In some instances, communities may also benefit from considering the development of regional systems where distances reasonably allow such.

REMAINING CHALLENGES

Given the costs of water and wastewater infrastructure, municipalities should always remain aware of the need to

plan and budget upgrading to meet anticipated growth rates and maintain their systems for the future. Effective budgeting and timely maintenance can ease the concern associated with costly system development and repairs in the future. It is also important to consider the true costs of service connections for expanding systems and ensure that developers understand the full financial implications of system growth. ■

SK Govt Insurance

#18

1/2i - 4c

A CHANGING LANDSCAPE FOR PARKS AND RECREATION

Christian Hardy, Saskatchewan Parks and Recreation Association



Saskatchewan communities have experienced an unprecedented amount of growth in recent years, causing many municipalities and provincial recreation organizations to look for new solutions for delivering parks and recreations services to their changing communities. As the provincial umbrella organization for parks and recreation, Saskatchewan Parks and Recreation Association (SPRA), has been working to help these communities and recreation organizations adapt to growth and change with innovative new programs.

The Service Excellence Program (SEP) is designed to help municipalities and provincial recreation organizations evaluate and improve their parks and recreation services, 11 communities and one non-profit organization are taking part in the pilot program: North Battleford, Nipawin, Wynyard, Shaunavon, Carlyle, Langham, Gravelbourg, Wakaw, Hepburn, Kyle, Vibank and the Boys & Girls Club of

Saskatoon.

Like many small communities in Saskatchewan, Kyle has experienced significant population growth and change in recent years. Jaclyn Davis, Director of the Kyle and District Recreation Board spoke with SPRA field consultants to find different approaches and offer new services in Kyle and the surrounding area. “We want to make sure we’re addressing these factors in recreation and leisure services, and we want to be more progressive to try and find different things for our community members,” Davis said.

Guylaine Green, Director of Sports, Culture and Recreation for the Gravelbourg & District Recreation Association (GDRA), said that the Town of Gravelbourg will also be doing a much-needed Strategic Planning Session in February, “so the timing is perfect. This program will give us the tools on how to do a thorough assessment of recreation in our community.”

Working through the SEP has a number of benefits. The program brings municipal government, volunteer groups and other stakeholders together to analyze parks and recreation in a community. More importantly, it gets people working together, breaking down barriers that are ever present. Together, they design plans focused on improving parks and recreation services, and developing happy, healthy communities.

Meeting the needs of Saskatchewan’s increasingly diverse communities is also very important. Shaunavon’s Director of Wellness and Leisure, Ava Kalaschnick, points out that there are groups that we know need sport and recreation services, “like hockey players [and] swimmers, but what about new Canadians who might have different cultural influences, and have different needs as far as recreation goes?”

Building active, healthy communities doesn’t happen overnight, which is why

SEP participants are taking part in a wide-ranging, self-directed evaluation of their parks and recreation delivery processes for six months. Morgan Grainger, a Field Consultant with SPRA, describes the program as “a way for us to build recreation and parks to be a stronger component in community development, because without them, Saskatchewan’s just not a fun place to live.”

Our province is growing, but it’s also getting older. SPRA is working with communities, and recreation and health organizations to find ways to keep Saskatchewan’s aging population active and leading healthy lives.

Forever...in motion is a program created through an ongoing partnership between SPRA and the Saskatoon Health Region that helps older adults become physically active through volunteer-, peer- or staff-led physical activity groups. SPRA offers a grant of up to \$3,000 to active members of SPRA’s network that want to start a *Forever...in motion* program in their community, or to individuals who would like to attend a *Forever...in motion*

workshop.

Ultimately these programs are about ensuring fitness, recreation, and parks continue to build quality of life in our communities with services that are responsive to growth and change.

For more information on the Service Excellence Program, contact Morgan Grainger at mgrainger@spra.sk.ca or Rob Boulding at rboulding@spra.sk.ca.

For more information on *Forever...in*

motion, or to become a member of SPRA, visit at www.spra.sk.ca ■

SPRA is a non-profit member organization whose purpose is to promote, develop and facilitate parks and recreation opportunities throughout Saskatchewan. SPRA works to provide leadership and support to enhance the quality of the parks and recreation network and to build healthy, active communities.

Catterall & Wright

#16

1/6h - 4c



*Are you going the extra mile in your municipality?
Get recognized for it!*

Now accepting nominations for the 7th Annual Saskatchewan Municipal Awards.

Who can apply?

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

Why should we apply?

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



What types of projects receive awards?

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

How can I apply?

- ✦ Visit www.municipalawards.ca to get full details and a nomination form.
- ✦ Deadline for nominations is **Thursday, September 19, 2013.**

A WELCOMING HAVEN FOR NEWCOMERS

Terry Ross, Managing Editor

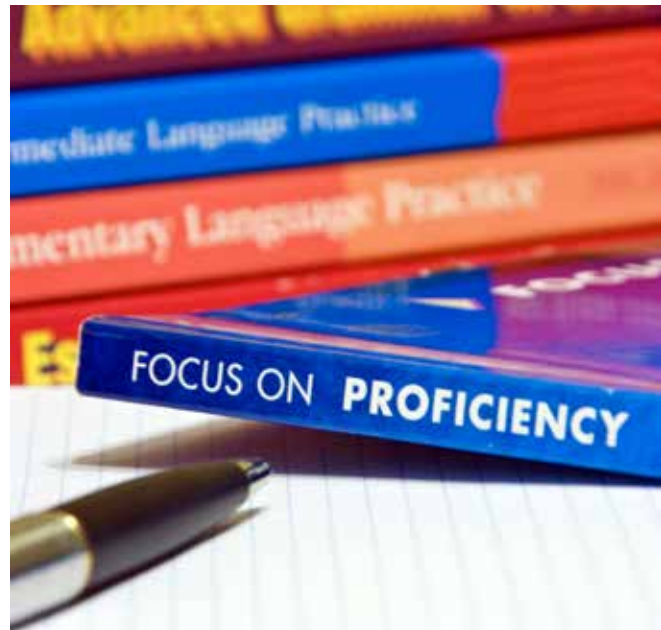
Saskatchewan's phenomenal growth in recent years is thanks partly to immigrants who are filling new jobs created by a burgeoning economy. Arriving in a new country, though, is just the beginning of the life-altering adventure for these new Canadians. In some cases, the culture shock experienced by those new to our country is akin to being plunked onto another planet.

Enter newcomer centres like the Battlefords Immigration Resource Centre, whose doors first opened in 2007. At the Centre, immigrants enjoy a welcoming environment from a team of kind-hearted individuals and immediately learn that they are not alone in their situation. The Centre's Executive Director **Jennifer Niesink** says currently 25-30 nations are represented in their client base. While they conduct workshops and information sessions for more generic information, clients are usually assisted one-on-one for privacy purposes.

The biggest roadblock for many citizens who are new to Canada is language. The Battlefords Immigration Resource Centre offers programs in ESL (English as a Second Language) along with a team of ESL tutors and mentors. There is also access to a telephone interpretation service that allows staff to communicate with clients in any language (although clients are always encouraged to practice their English skills).

The Battlefords Immigration Resource Centre also helps with employment, provides assistance with provincial and federal immigration programs and the inevitable red-tape, aids with housing and accommodation, offers a furniture program for those moving into a new home, and presents immigrant clients with lists of doctors, dentists and other professionals who are accepting new patients/clients. As well, the Centre holds a contract with career employment services for specialized services like foreign credentials recognition and helping clients improve their English.

The Centre creates awareness about the various cultures represented in the community and former clients often come back as volunteers to help the next wave of newcomers to the region. Nations represented in the Battlefords include China, Columbia, El Salvador, Great Britain, Germany, India, Iraq, the Philippines,



Romania, Serbia, South Korea and the Ukraine.

The backbone of the Battlefords Immigration Resource Centre is undoubtedly its team of volunteers. Niesink says, "Our volunteers are absolutely crucial. We have between 20 and 40 volunteers at any one time and that number swells considerably for special events. We put our volunteers through an in-house training program so they are all on the same page with our clients."

Asked how many of the volunteers are former clients, Niesink replies, "About 30 to 40 percent."

What does the future hold for the Battlefords Immigration Resource Centre? "We plan to keep extending our services as the need arises," states Niesink. "We have always responded to the needs of the community and plan to continue to use feedback from clients and community members to guide our endeavours." ■

SK Games Council
#31
1/8h - 4c

"The Centre creates awareness about the various cultures represented in the community and former clients often come back as volunteers."

Brandt Tractor

#9

fp - 4c

GROWTH AND THE “DIVERSITY GAP”

Libbey Morin, Policy Research Assistant

Saskatchewan is proud of its recent population growth. According to the provincial government, the increase in population between July 2011 and 2012 was the largest jump in nearly a century. Statistics Canada reported this number as a 2.1 per cent increase in population. In the last five years Saskatchewan's population has grown by almost 80,000 people. The Saskatchewan Party is hoping to see this growth continue and set a growth target of 1.2 million people living in Saskatchewan by the year 2020.

Immigration is driving a significant portion of Saskatchewan's population growth. Saskatchewan's immigration rate was up by 1.3 per cent in 2011-2012 – the highest in the country.

Immigration may play an important role in Saskatchewan's good fortune, but this is not reflected in the makeup of our governments. Consistently, municipal governments in Saskatchewan do not reflect the diversity found in our communities, though this issue is not exclusive to Saskatchewan. At all levels of government in Canada – but most specifically municipal governments – diversity is lacking.

The Diversity Gap, a 2011 study from Ryerson University, examined the election of visible minorities in the Greater Toronto Area (GTA). It found visible minorities most under-represented at the municipal level. The statistics are startling: though visible minorities make up 40 per cent of the GTA population, only seven percent of council members are visible minorities. In the 25 municipalities in the GTA, there are a total of 253 council members. Only 18 were visible minorities.

Proportionally, visible minorities are sorely under-represented. Though levels of representation are lowest at the municipal levels, under-representation persists across all levels of government. Visible minorities make up only 11 per cent of all combined federal, provincial, and municipal elected positions in the GTA. For the governments in the region to truly reflect the diversity of the population, four times as many visible minorities would need to be elected.



The Diversity Gap only captures the story in the GTA and different demographics mean the study cannot be applied directly to Saskatchewan. Still, the study clearly demonstrates a lack of diversity in government. The numbers show this problem is particularly prevalent in local governments.

This issue will become more significant as Saskatchewan's population becomes more diverse with a continuing influx of immigrants. The Government of Saskatchewan is committed to welcoming immigrants. During the Bear Pit session at SUMA's recent Convention, Minister Boyd said he “wanted to see immigrants continue to choose Saskatchewan.”

John Findura and his family choose Saskatchewan during the 1970s. In 1976, Findura emigrated alone from Poland to Regina; his family arrived in 1980. He was elected to Regina City Council in 2009.

Findura described the experience of coming to a new country and not speaking the language as “trying to work yourself out of a paper bag... You do not have the community support to back you up.” The transition to a new community is difficult, but seeing their voice represented in the community makes it a little easier. “It strengthens the community if immigrants know they can do anything,” says Findura.

Running for municipal office requires

candidates be Canadian citizens, meaning recent immigrants cannot run for office. However, to maintain our population growth, those new to our communities must choose to stay and raise their families in Saskatchewan. If they see a voice representing them at their closest level of government, it makes our communities more appealing. Findura believes diverse councils are good for Saskatchewan. “We will be very strong,” he says.

Even though diversity is absent on many municipal councils across the country, change is happening. In 2010 Naheed Nenshi, a first generation Canadian of South Asian descent was elected mayor of Calgary. Nenshi's speech on election night highlighted why diversity in government is not only important but also beneficial to our provinces and country as a whole: “My greatest hope is that this morning ... kids from across the city - northeast to southwest, every ethnicity, every income level, every neighbourhood, every single one of those kids - say, ‘what a country we live in, what a city we live in, because I can be anything.’”

Findura, echoes that sentiment. He emphasizes the need to teach all children that they are an important part of their community, saying “The 10 year-olds are going to be leaders one day.” ■

SK Assess
#29
1/4v - 4c

Western Municipal Tax Solutions
#6
1/4v - 4c

Pounder Emulsions
#21
1/4v - 4c

Flocor
#26
1/4v - 4c

TURN CHALLENGES INTO OPPORTUNITIES WITH PROACTIVE PLANNING: A PROFILE OF THE MID SASK MUNICIPAL ALLIANCE

Tanya Doucette, Municipal Capacity Development Program (MCDP)

There are many question marks around the organization of economic development in Saskatchewan these days. There is no question however, that the province is experiencing growth and is a prime target for investment. Many local governments across the province are taking a joint proactive approach to ensure growth and further development continues to be an opportunity and not a drain on sustainability and quality of life for their communities.

In 2009, 11 municipalities – the Rural Municipalities of LeRoy #339, Morris #312, Prairie Rose #309, and Usborne #310, the Towns of Lanigan, LeRoy, Nokomis, Watrous and Watson, the Resort Village of Manitou Beach, and the Villages of Drake and Jansen – saw an opportunity for proactive planning after a potential potash development was announced. With an estimate of more than 2,500 workers needed for construction of the mine and 1,000 for the operation, the municipalities felt the need to discuss what challenges they would face with this increased growth and how to best address it together. These discussions led to the development of the Mid Sask Municipal Alliance (MSMA) in 2010.

With help from MCDP, the Alliance developed a memorandum of understanding, and a community action plan that outlined the key goals and

strategies to achieve its desired future and improve the quality of life for area residents. When the Planning for Growth funding was announced in 2010, MSMA jumped on the chance to expand their formal planning. Fast forward to 2012 and this is what **Joni Mack**, Administrator for the R.M. of Prairie Rose #309, says about MSMA's co-operation:

"Each municipality within the MSMA has benefited from taking a regional approach. We are nearing the completion of our initial team goal – the creation of a new District Official Community Plan (DOCP), new Official Community Plans (OCPs) and Zoning Bylaws. Once these are adopted by local councils, and in turn Government Relations, each area municipality will have similar regulations.

"This approach should make it easier for developers to come to the area, because they will be aware of the rules in place across the region as a whole. Earlier this year, with the guidance of MCDP, the MSMA completed our annual review and a 2012 action plan. This document will help us to better implement the strategies and action plans that are outlined in our DOCP and OCPs. These benefits have come at a fraction of the cost it would have, had we each hired individual consultants.

"We continue to experience the benefits of working together, sharing information, and finding new opportunities



to facilitate development."

MSMA is only one of the many municipal partnerships starting to see the benefits of inter-municipal co-operation and proactive planning. How can you get started? Talk with your neighbours; find out what challenges they share with you and what opportunities might be around the bend that could be capitalized on by working together.

If you want help structuring discussions or don't know how to put the ideas into action, contact the Municipal Capacity Development Program; we are here to help! If you are interested in MCDP services visit our website at www.municipalcapacity.ca or email us at info@municipalcapacity.ca. ■

Prairie Wild Consulting
#4
1/8h - 4c

MPE Engineering
#12
1/8h - 4c

Municipalities embrace regional co-operation at the MCDP Inter-Municipal Conference

Dan Way, MCDP

Municipalities across Saskatchewan are facing new challenges due to growth and many are also finding new opportunities to partner with their regional counterparts. The first-ever MCDP Inter-Municipal Conference, held in Regina November 28-29, 2012, was a great event for to explore these new opportunities. This conference brought together leaders from both rural and urban municipalities in Saskatchewan to work together on common issues. Municipal leaders were challenged to think regionally and discover new ways to approach projects and services that would benefit their municipality.

Regional co-operation can take time to develop and the first step is getting potential partners into a common venue to discuss what is happening in their own communities. MCDP heard from participants that the conference gave them the chance to talk with neighbouring municipalities and make new connections. Many at the conference said it was helpful to hear different perspectives and found they had common interests with other municipalities. Sometimes people

do not realize their priorities align with others simply because they have not had open communication; this can be the biggest barrier to regional co-operation.

It is also important for municipalities to understand how to work regionally and what it looks like to tackle issues as a larger body. After attending the MCDP Inter-Municipal Conference, a strong majority told us they gained a better understanding of regional planning and many valued the insights from the presentations by regional working groups from around the province.

Regional groups generally start small, working together on emergency measures or road maintenance, but quickly find more opportunities to work together. With the growth in Saskatchewan and the new demands on infrastructure there is a need to think sustainably, and about how to make your dollar go farther. Attendees at the MCDP Inter-Municipal Conference learned about regional solutions to infrastructure, and planning issues around water and wastewater, solid waste, economic development and housing. When asked what projects

municipalities would be most inclined to work together on, the most common response was water and wastewater, followed closely by solid waste projects. The MCDP Inter-Municipal Conference was a great event for municipal leaders to gain a better understanding of the topic areas and find new opportunities for regional partnerships.

MCDP did hear, however, that participants would have liked even more examples of successful working groups and more instruction on how to start a group. For those who are looking for additional examples and instruction, you can find an abundance of group profiles, best practices, and an instructional guide on inter-municipal co-operation at the MCDP website.

For summaries of the conference sessions visit www.municipalcapacity.ca to find the MCDP Inter-Municipal Conference Review linked to our homepage. If you were not able to attend the conference, be sure to ask a colleague about their experience. The municipalities who attended the conference are listed at the back of the MCDP Inter-Municipal Conference Review. ■

Hertiage Saskatchewan

#8

1/4b - 4c



THE CHALLENGES AND GROWTH FACED BY THE ESTEVAN POLICE SERVICE

Del Block, Chief of Police, Estevan Police Service



In 2006 the Estevan Police Service had a total staff of 18 sworn members including the Chief of Police. The Government of Saskatchewan funded two of those positions. The police service was very proactive and had several crime-prevention programs in place. The staff of the Estevan Police Service was able to handle the workload. A total of 841 police reports were generated for the year, and 271 prisoners were held in the police cells.

In 2007 the Estevan Police Service was very fortunate to get further funding from the Saskatchewan Government for another police officer. This increased the strength to 19 sworn officers. It was a busier year for the Estevan Police Service with 1,335 police reports and 306 prisoners held in the cells.

In 2008 there was a noticeable increase in growth in the oilfield and new people were arriving in Estevan by the day. The Estevan Police Service saw a

significant increase in demands for our service with 2,036 police reports and 418 prisoners held.

The growth continued in 2009; the Estevan Police Service was stretching all of our available resources to the maximum. We soon realized that we were quickly changing from a proactive police service to a reactive police service, and not by our choice. Growth in the area continued unabated and all indications were that it was going to continue at unprecedented rates.

The oilfield was busy and new people were arriving daily to find work, but at the same time there were major announcements and talk of substantial projects coming to Estevan. SaskPower was announcing major projects including clean coal and carbon capture projects, the mines were expanding, and large companies were moving in and setting up. We soon realized that the so-called 'oil boom'

was much more than that; I have referred to it as an energy sector boom many times. Estevan has a strong agricultural and ranching base, and now we also have the energy sector: coal mining, power generation, oil and gas exploration and extraction.

Coupled with rapid growth, the City of Estevan and the surrounding area started to see increased property values, zero vacancy rates, and housing shortages.

All of this was happening very quickly and the Estevan Police Service soon realized that we were understaffed and had to create a plan to get the necessary resources to keep up with the increased demand for our services. The Estevan Board of Police Commissioners supported the need for increased resources and allowed me to hire more police officers. By the end of 2009 there had been 2,086 police reports and 491 prisoners held.

In 2010 the rapid growth continued,

along with the increasing demand for police services. There were 3,016 police reports created and 670 prisoners held in the cells.

The need for police services hit a huge spike in 2011 when 8,089 police reports were generated and 693 prisoners held.

Last year, demand on the Estevan Police Service continued to increase with 8,888 calls for service and 892 prisoners held in the police cells.

As the Estevan Police Service enters 2013 there is no indication of any type of slow down. The Estevan Board of Police Commissioners has authorized hiring additional members. In December of 2012 the Police Service added five new members to the Estevan Police Service, bringing the total number of sworn members to 27.

As the Chief of Police, with this number of members I now have the flexibility to move members to deal with specific issues. Through crime reduction strategies, the Estevan Police Service can now target specific areas of concern.

With the increased traffic in the city, we really needed more traffic enforcement. We have now established a dedicated Traffic Enforcement Section that will deal with the increased traffic and the public safety issues. Another example is the additional members in the plainclothes investigation section to work on investigations into organized crime, and drug investigations.

During the period of growth in the City of Estevan and surrounding area there have been many positive aspects; however, with that positive side there also comes a negative side that the police must deal with. We have experienced an increase in organized crime, drug trafficking and violent crime just to mention a few.

The Estevan Police Service has an excellent working relationship with the RCMP and their dedicated units who specialize in drug investigation and organized crime investigation. Without the support of the RCMP in these complex project investigations we would not be able to continue some of the larger investigations.

The Estevan Police Service has remained very positive, professional and well trained throughout these challenges and we will continue to meet the challenges that are thrown at us in 2013. ■



Jeff Jackson Playground Pro
#20
1/4h - 4c

GROWTH IN COTTAGE COUNTRY

Lynne Saas, Provincial Association of Resort Communities of Saskatchewan



Saskatchewan is experiencing a period of significant residential growth and our cottage communities are no exception.

GROWTH IN RESORT VILLAGES

In some cases the development is initiated by the resort village itself. The District of Katepwa has seen the establishment of three new subdivisions in their village. The Resort Village of Candle Lake has opened up about 200 new lots; Grandview has opened a new block of lots, as has North Grove. Shields has added 32 lots and is planning for another 100 lots by a private developer on annexed land. Fort San is working with a developer to open a parcel of land within the village.

Other resort villages are seeing re-development from within as owners of previously undeveloped lots are putting them up for sale. Saskatchewan Beach has seen 100 building permits over the past four years (55 for new houses), most on private lots that have been sold or where old cottages have been torn down to make way for new homes. Most resort villages report that many old cabins are being replaced with newer more modern ones.

In other cases the resort village is feeling the pressure of development in the neighbourhood. Greig Lake was concerned to learn that a private developer was putting up a multi-unit resort complex across the lake and the resort village had not been consulted. Although Shields has added new lots to their village, they are concerned about the number of subdivisions popping up around the lake, with resulting chaos. The run-off from one such development flooded out the resort village golf course! Shields has suggested the formation of a planning district. B-Say-Tah also has some concerns with a neighbouring subdivision using their boat launch and beach areas. Several resort villages report that cottage owners from surrounding new developments are using their access roads, their garbage facilities, and their boat launch.

On the other hand, some cottage communities, like Beaver Flat, Mistusinne and Big Shell, have consulted their residents about opening new lots and residents turned down the idea of expansion. Others, like Lumsden Beach, have no room for expansion and have to cope with

spreading increasing costs over a fixed number of ratepayers.

A DIFFERENT KIND OF GROWTH

The tradition of *going to the lake* has changed. More and more cottages have become a second home, or even a principal residence. People are *retiring at the lake*, or even *commuting from the lake*. The pictures on page 29 of the same strip of shoreline show the recent changes that have been occurring along our Saskatchewan lakeshores.

CHALLENGES OF GROWTH

Cottage communities are facing the same challenges as other urban communities, looking for ways to meet the need for new infrastructure and enhanced services such as potable water, wastewater disposal, garbage and recycling provisions, streets and access roads, along with better emergency management and policing provisions. Some small resort villages have worked with neighbouring communities to implement shared infrastructure initiatives with the support of The Municipal Capacity Development Program (MCDP). For exam-

ple, The Dundurn Rural Water Line and shared lagoon initiatives have included the Resort Villages of Thode and Shields. The Last Mountain Waste Management Steering Committee, currently planning for the construction of two new lagoons, includes four resort villages, two developers, nine hamlets and one rural municipality.

An added challenge for cottage communities is the growing number of day visitors to lakeshore communities. Tourists typically get to enjoy the marinas, boat launches, beaches, golf courses, hiking trails and play parks that have been built and maintained by ratepayers in cottage communities – but rarely contribute to the costs of these tourist amenities. Unlike skating rinks, summer recreational facilities do not qualify for provincial grants.

The greatest challenge for cottage communities facing the pressure of new development is the need to ensure that growth does not occur at the expense of the natural environment. Cottage communities need official community plans and zoning bylaws that include environmental



Yesterday's Shoreline



Today's Shoreline

"The greatest challenge for cottage communities facing the pressure of new development is the need to ensure that growth does not occur at the expense of the natural environment."

reserves and bylaws for the protection of the lakeshore. Unfortunately, some of the smaller resort villages lack the financial capacity to do this in-depth planning. As well, those cottage communities that are organized hamlets do not have the legal

right to set these much-needed bylaws. To these ends, PARCS is recommending that the province take steps to allow small resort communities to restructure themselves into *districts* and thus enhance their capacity to deal with growth. ■

Calmont Group
#13
1/2h - 4c



A TALE OF TWO CITIES: A CAUTIONARY TALE OF RAPID URBAN GROWTH

Glen B. Davies, City Manager, City of Regina

Saskatchewan is in a period of tremendous growth. Over the last five years, Saskatchewan's economy has outperformed other provinces and the nation. There are more people living here than at any other time in our history and unemployment has been the lowest in the country since 2009. Those impressive trends are equally true for Regina.

Last year, the Premier introduced his government's *Saskatchewan Plan For Growth* to guide and capitalize on this economic prosperity. It included specific targets for population growth, new housing, increased investments in infrastructure and reducing regulation and red tape among others.

Cities, towns and villages in Saskatchewan are key to the Premier's vision. The greatest proportion of population growth is occurring in our urban centres. Growth in population and the economy is driving more need for housing of all types. Growth is putting pressure on infrastructure, the majority of which resides in urban municipalities and is important for businesses that choose to invest here.

THE CAUTIONARY TALE

There is no question that growth is positive; it generates wealth, lower unemployment, diversity and opportunity.

However, we must be cautious, not allowing rapid growth to go unmanaged. The opportunities created by growth can quickly reverse fortunes and in the long term, easily outstrip and cripple budgets, erode infrastructure investment and hinder future growth.

THE UNSUSTAINABLE FINANCIAL STRUCTURE OF URBAN GOVERNMENTS

Quite simply, the financial structure that municipalities must operate within can be exposed during periods of rapid economic growth. The reasons are three-fold

1. *Growth in the local economy does not translate into more property tax revenues*

– This observation has been made by the Canada West Foundation. Property taxes are inelastic. In other words, they generally do not grow in proportion to the growth in the economy.

2. *Growth does not pay for growth –*

Developers generally pay for the initial costs of new infrastructure to service land (water, sewer, roadways etc.). However, new property taxes generated by development generally do not cover the long-term, life-cycle costs to service that development.

3. *More revenues from property taxes do not necessarily translate into better or more services –* Roughly half of the City of Regina's revenues come from property taxes. For Regina, a one

per cent mill rate increase roughly translates to \$1.7 million on a \$560 million budget. Meanwhile, the costs of growth are rising well above inflation. For Regina, additional revenues from property tax increases simply allow us to maintain existing services.

BUT THE BUDGET REMAINS BALANCED?

It's true, that despite these challenges, the City of Regina's budget remains balanced year after year. Part of the reason is that legislation like *The Cities Act* and *The Municipalities Act* do not allow local governments in Saskatchewan to incur a deficit. To be clear, there is no overwhelming desire for urban governments to begin running deficits. But we must recognize that to avoid over burdening tax payers with



"We can harness the benefits of this growth to create an urban municipality that attracts businesses and people, is planful and sustainable into the future."

increases, stay competitive and keep the budget balanced, generally we must defer infrastructure maintenance and investments, further widening the infrastructure gap.

WIDENING THE INFRASTRUCTURE GAP

During times of rapid growth, we see increased demands for new infrastructure and more stress on existing infrastructure. This is at a time when we know, from work done by the Canada West Foundation, that urban governments are responsible for the greatest proportion of public infrastructure. The infrastructure gap is something we can't ignore. It requires smarter planning so we can better utilize existing infrastructure investments. It is an objective of our Downtown plan and part of the redevelopment vision of the Regina Revitalization Initiative (RRI). It also requires continued collaboration with the federal and provincial governments and private sector so that we can develop a sustainable, long-term infrastructure funding plan for urban governments.

RESPONDING TO CHALLENGES OF RAPID GROWTH

Addressing the challenges of growth means we must look at a multitude of policy responses, including:

1. Reducing costs and alternative service delivery – We must look at delivering services more effectively and efficiently. Regina's Core Services review has realized \$8 million in ongoing cost reductions. We also need to explore alternative ways of doing business, like public-private partnerships and delivering existing services in new and different ways. In 2012, we identified approximately \$21 million in potential future savings.

2. New and enhanced revenues – The creation of the Municipal Operating Grant (MOG) gave urban governments increased fiscal capacity. We need to build on that success and explore new taxing authorities for urban governments to respond to increased demands from growth.

3. Regulatory Frameworks – We need to collaborate with the province, regional partners and the private sector to develop a transparent, controlled, and sustainable regulatory framework. Growth that takes place in an ad hoc, uncontrolled environment can erode business confidence and future investment.

Growth can lead us on a path where we

are reactive, ad-hoc, short-term focussed and ultimately unsustainable. Or, we can harness the benefits of this growth to create an urban municipality that attracts businesses and people, is planful and sustainable into the future. ■

Signal Industries

#24

1/8v - 4c

Python

#28

1/4b - 4c

108th Convention revisited



Delegates at the 108th annual SUMA convention eased into activities on Sunday.

Some 300 attendees spent the morning at a Newly Elected Workshop – it wasn't part of Convention 2013, just conveniently timed for those who would be in Saskatoon to attend.

The afternoon had 13 education sessions for delegates, including a cities dialogue session, and six presentations with two opportunities to catch them.

Members of the SUMAssure insurance reciprocal gathered late that afternoon for the annual general meeting. At the meeting, members heard that \$500,000 is going back to SUMAssure subscribers as a return of contributed surplus, a sign of great success in just a few years.

Al Heron, mayor of Eston, had this to say about the news: "Being a SUMAssure member has been a real benefit to the Town of Eston. As wise stewards of our citizens' tax dollars, my council is happy not only to have low premiums, but also education on prevention and risk management. Now we can really put the success of SUMAssure in the bank. And as Chair of the SUMAssure Board of Directors, I'm proud of what we've

accomplished in such a short time; we are years ahead of where we thought we'd be by now."

The evening brought the Fire & Ice event, with guests treated to an impressive SUMA ice sculpture, a chance to shop with various Saskatchewan vendors, and a tremendous performance from Durga Dance in Saskatoon. From belly dancing to an LED light show and a breathtaking fire show, the performance was warmly received by all!

Official Opening Kicks off First Full Day

SUMA's 108th Convention got off to a very positive start at the opening ceremonies, hosted by Convention Chair Mayor **Rodger Hayward** (Naicam).

First, SUMA President **Allan Earle** (Dalmeny) expressed excitement for both the event and SUMA because Saskatchewan is increasingly more urbanized.

Saskatoon Mayor **Don Atchison** followed and started out by thanking the province for the one per cent of PST it provides to municipalities. Mayor Atchison went on to say that in 'the City of Bridges' all levels of government should be working as one and



Al Heron and Huguette Lutz from the Town of Carlyle



Brenda Thiessen from the Village of Caronport

'bridging' their various perspectives for the common good.

Todd Brandt, the CEO of Tourism Saskatoon, then came to the podium and welcomed out-of-town attendees. He also said he was intrigued by the theme for Convention 2013 *Dynamic Communities, Dynamic Leaders*.

Update from Board

Representing SUMA's Board of Directors, the Vice-President of Cities, Mayor **Malcolm Eaton** (Humboldt), provided members with an update on SUMA's work in 2012. Mayor Eaton stated, "2012 was another year of unprecedented growth in Saskatchewan!" This growth has seen a 75 per cent increase in GDP generated in Saskatchewan's urban centres. Growth has been reflected in recent years by villages becoming towns and towns such as Meadow Lake, Warman and Martensville achieving city status. While this growth is welcome, it presents new and unique challenges for municipalities and their organization, SUMA.

Mayor Eaton said 2012 was a busy year for SUMA:

- In 2012, SUMA achieved another year of funding for municipal recycling efforts.
- SUMA's Group Benefits Program continued to expand.
- SUMAssure insurance reciprocal grew to 159 member municipalities and enjoyed a \$500,000 payback.
- SUMAdvantage continued its impressive growth.
- SUMA instituted a successful media campaign entitled *Partners in Building our Saskatchewan*, thanking the province for its revenue sharing initiative, which saw \$237.4 million go to Saskatchewan municipalities in 2012.
- Elected Officials Handbooks went out to municipal leaders across Saskatchewan.
- At the federal infrastructure roundtable, SUMA made a presentation requesting a federal infrastructure program.
- SUMA took part in more than 60 separate consultations with the provincial government. Mayor Eaton told the audience that during these consultations, SUMA's priorities were **funding** (specifically, sharing the imbalance for obtaining infrastructure dollars), **local autonomy** (regulations for limits on long-term debt) and the development of **local capacity**.

Eaton concluded his address by stating, "Growth is happening.

If we want it to be sustained growth, we must invest in today for tomorrow. Our success is only possible with your engagement and input. Let us know what is happening in your municipality."

Keynote a hit

Saskatchewan native **Darci Lang** was up next as the keynote speaker – and what a presentation she delivered! Darci wowed the audience with a humour-laden motivational speech that focused on her *Focus on the 90%* philosophy – that is, too many of us focus on the negative 10 per cent in our lives when we should be putting all of our thoughts and energies into the positive (and vastly more important) 90 per cent.

The vivacious bundle of energy left audience members with much food for thought including:

- Do you want to create a dynamic community? Then create a dynamic person in the mirror!
- What you do should make you proud and happy!
- You **are** the community!
- Do not judge unless you are willing to help!
- All you need to do is care!
- Within us all is a good wolf and an evil wolf. Which one wins? Whichever one you feed!
- Everyone needs to hear that they are good!

According to the Premier

Next on the dais was the Premier of Saskatchewan, the Honourable **Brad Wall**. It was his first time meeting with elected officials since the recent elections.

Riding a wave of personal success and growth in the province, the Premier stated that 2012 saw the largest population growth in Saskatchewan in 90 years. However, he cautioned, "Growth is a great thing, but not an end in itself." He then used an example to illustrate his point:

The Commercial Hotel on Maple Creek's Pacific Avenue is a 'grand old dame' that has fallen on hard times. Built in 1884, the hotel was a victim of recent flooding in the area. Local businesspeople wanted nothing to do with the mammoth project of getting the Commercial back on its feet through an expensive

retrofit program. That's when a team of seven shareholders, recent immigrants from the Philippines, banded together to take on the task. "Did they want to get a return on their investment?" asked the Premier. "Most certainly, but they also wanted to give back to a community that had not only welcomed them, but embraced them." Here, he said, was an example of growth focusing on economic development (job creation and future earnings from the Commercial) as well as improving the quality of life in a region.

Continuing, Premier Wall said that while new Canadians are making Saskatchewan their destination of choice, ex-pats are also returning in droves. Unfortunately, the province hasn't been immune to the recent economic setback that has beset the rest of Canada and the world. As an example, lower oil and potash prices have had a negative effect on the Saskatchewan economy, though not as severe as in Alberta, since Saskatchewan's economy is more diversified than its oil-rich western neighbour.

"Despite our growth, revenues have been tough," the Premier said. "We are going to have a balanced budget, but it's going to be a challenge." He said cost cutting is unavoidable (his government has already slashed 15 per cent of its full-time workforce).

The Premier then addressed 'the elephant in the room' – funding to municipalities. He said there would be \$264 million available to municipalities in the next budget – 11 per cent more than last year. The problem is in how it will be distributed.

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(far forward)

The Premier vowed infrastructure monies will go to those municipalities that choose regional co-operation.

Despite his words of caution, Premier Wall is still enthusiastic about Saskatchewan's growth. His government's Plan for Growth cites a goal of 1.2 million people in the province by 2020. Through the new SaskBuilds corporation, innovation, immigration, new and improved infrastructure, P3 projects, new housing starts and other initiatives, the Premier says the province will continue to grow while meeting the challenges of this growth. And the Premier promised to listen to municipalities!

Presidential speeches

At the 2013 Convention, SUMA members had the difficult task (but also the good fortune) of choosing between two worthy candidates for their next President. Next on the agenda came the speeches from the contender, Mayor **Debra Button** of Weyburn, and the incumbent, Mayor **Allan Earle** of Dalmeny.

After hearing five-minute speeches from each candidate, members went off to vote, and then enjoy a delicious lunch.

Minister of Government Relations

The Honourable **Jim Reiter** was the first to address the membership in the afternoon. He spoke on three significant issues: inter-municipal co-operation, infrastructure and revenue sharing.

On inter-municipal co-operation, he said regional planning around cities is what is required.

In the area of infrastructure, he said he would like to see a long-term infrastructure plan around water, wastewater and transportation. The Minister was optimistic that the federal government would "come through" with a plan.

With revenue sharing, Mr. Reiter said the revenue sharing formula was now in the hands of the province, which will make a decision on revenue sharing in due course.

FCM President

Edmonton Councillor **Karen Leibovici**, President of the Federation of Canadian Municipalities, brought greetings from her organization. She told the audience that Saskatchewan's growth has been impressive, but cautioned, "[b]oth great things and challenges come from growth."

Leibovici then concentrated on infrastructure, talking about

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how infrastructure that works is “the biggest challenge for the future.” Fortunately, she said, Ottawa appears to be committed to a long-term infrastructure plan. In that vein, the FCM wants a plan that is predictable for a 20-year period.

She then challenged elected officials in Saskatchewan to get behind the FCM’s *Great Canadian Infrastructure Challenge*. She encouraged everyone to visit the website (fcmchallenge.ca) and, via whatever social media they use, to share with their network their desire for a flexible, sustainable, predictable, long-term plan for financing Canada’s infrastructure.

MLDP Certificates

Next, President Allan Earle presented 10 certificates to administrators and elected officials that completed the Municipal Leadership Development Program (MLDP). The program is the only one developed exclusively for elected and appointed municipal leaders in Saskatchewan.

AGM

CEO **Laurent Mougeot** led members through SUMA’s 2013 Annual General Meeting, beginning with a summary of the Association’s 2012 efforts. First was the Strategic Plan Report Card and its various components:

Communications

- There was more frequent contact/consultation with members including regular e-mails.
- The *Elected Officials Handbook* was delivered to all members.
- *Urban Voice* magazine will boast a thematic approach in 2013.

Leadership

- SUMA’s leadership was bolstered with an advocacy plan and key policy files.

Membership Services

- 2012 saw growth in the SUMAAdvantage group buying program and the Employee Family Assistance Program.
- Last year also saw the revamping of the Saskatchewan Municipal Awards program.

Advocacy/Policy

- SUMA partnered with various groups (SPRA, UMAAS, etc.) to advocate on behalf of municipal governments.
- Agreement was reached on a delivery model for the Multi-Material Recycling Program.
- SUMA engaged with the province to establish a provincial housing strategy.
- The Association protected urban interests on Legislative amendments.
- SUMA was a major partner at the National Infrastructure Summit.
- SUMA engaged in 61 unique consultations with the province and other organizations over the past year.

Operations

- In 2012, internal staff policies and compensation were updated

and internal programs were restructured.

Governance & Strategic Planning

- 2012 saw new governance policies for Board operations and the City Mayors caucus was integrated within SUMA’s bylaws.

Financials

- SUMA adopted the new CICA rules on financial reporting.
- A new agreement in principle was reached with SUMAssure to recover investment and administration support.
- MNP was retained as the Association’s auditors for the upcoming year.

Mark Cooper, SUMA’s Director of Policy and Communication Services, then took the stage to discuss advocacy funding. He explained why the Board of Directors was considering a proposal to provide additional funding for the advocacy work of the organization for the next three years.

Election result

Mayor Debra Button made history when she was elected the first female President of SUMA.

President-elect Button acknowledged that she had a lot to digest in the coming weeks, including a thick pile of reading material hoisted on her by SUMA staff, but that she was up to the task and looking forward to the coming year.

Keynote from the Cuff

George Cuff is a nationally recognized expert on local government. In light of last fall’s elections, he spoke on council’s role in municipal governance. For newly elected officials, it was a real ‘eye-opener’ and for those who were re-elected, his presentation was an opportunity to re-focus.

Mr. Cuff told the audience to make sure they clarified their role in their local government. “You were elected to lead,” he said, “not hired to manage.” It’s important for elected officials to differentiate themselves from the municipality’s professional management staff.

Once roles are established, elected officials must respect those roles (mayor, councillor, management), maximize communication skills and tools, and establish priorities, focusing on issues not personalities. It’s important for everyone on council to be committed to ethical government – know the rules!

Another piece of advice was, “Govern with the future in mind –

free space

SUMA Award Winners



1st Row: (L-R) Glenys Roberts, Carol Boxall, Allan Earle, Jim Reiter, Lorianne Lemay, Sharon Armstrong; **2nd Row:** Marcel Lalonde, Larry Harland, Al Parchoma, Ted Czemerer, Stuart Kyle, Rick Dabek, Alvin Nutbrown, John Boehmer; **3rd Row:** Elwyn Beeler, Garth Walls, Jim Krushelnitzky, Randy Gross, Bert Olfert, Norman Oliver; **4th Row:** Lorne Tarasoff, Barry Thies, Greg Litvanyi, Brian Nielsen, Doug Hildebrandt

you are 'possibility' people, not 'status quo' people."

President's Banquet

That evening, more than 1,000 people gathered at TCU place to celebrate long-serving municipal employees and elected officials. The event included a presentation of a Diamond Jubilee Medal, 22 Meritorious Service Awards, and nine Honorary Membership Awards. The awards ceremony concluded with a Life Membership Award for Sharon Armstrong, who served 26 years as mayor of Wynyard, and 17 years on the SUMA Board of Directors.

Guests also had the chance to enjoy a performance from comedian Kelly Taylor. His set was a site to see, with Saskatchewan-centric humour from a local talent, based in Prince Albert.

2013 Resolutions

Delegates voted on 18 resolutions, carrying 14. For a full list of resolutions and their background, visit the Resolutions Database on the SUMA website under the Advocacy tab.

A Day with Cabinet

The dialogue sessions involved a good number of cabinet ministers including:

- Corrections and Policing combined with Justice (Honourable Christine Tell and Honourable Gordon Wyant Q.C.)
- Environment (Honourable Ken Cheveldayoff)
- Government Relations (Honourable Jim Reiter)
- Health combined with Rural and Remote Health (Honourable Dustin Duncan and Honourable Randy Weekes)
- Highways and Infrastructure (Honourable Don McMorris)
- Parks, Culture and Sport (Honourable Kevin Doherty)

Delegates then gathered for the Bear Pitt session, attended by the full cabinet.

- Premier Brad Wall
- Honourable Ken Krawetz, Minister of Finance, and Deputy Premier
- Honourable Christine Tell, Minister Responsible for Corrections and Policing
- Honourable Kevin Doherty, Minister of Parks, Culture and Sport
- Honourable Don McMorris, Minister of Highways and Infrastructure
- Honourable Dustin Duncan, Minister of Health
- Honourable Ken Cheveldayoff, Minister Environment
- Honourable Randy Weekes, Minister Responsible for Rural and Remote Health
- Honourable Gordon Wyant Q.C., Minister of Justice and Attorney General
- Honourable Jim Reiter, Minister of Government Relations
- Honourable Donna Harpauer, Minister of Crown Investments Corporation
- Honourable Bill Boyd, Minister of the Economy
- Honourable Don Morgan Q.C., Minister of Advanced Education and Labour Relations
- Honourable Russ Marchuk, Minister of Education
- Honourable Tim McMillan, Minister Responsible for Energy and Resources
- Honourable Nancy Hepper, Minister of Central Services
- Honourable Lyle Stewart, Minister of Agriculture
- Honourable June Draude, Minister of Social Services, Minister Responsible for the Status of Women ■

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SAFE

Drinking Water

Part One

Fred Clipsham, Chair, Wascana Upper Qu'Appelle Watersheds Association Taking Responsibility

MANAGING GROWING DEMAND

A growing population means more demand for water, challenging municipalities to provide for residents and industry.

Is there adequate supply? Is there money for additional treatment and distribution? Are we meeting increasingly stringent standards for public health protection?

These important questions, plus many others, are addressed in the *25 Year Water Security Plan*, released by the province last October. The plan's vision of "[w]ater supporting economic growth, quality of life and environmental well-being" provides a framework for provincial agencies, municipalities and consumers to follow.

The plan lays out seven goals, guided by a set of principles that include sustainability, partnerships and shared responsibility.

GOAL 1 – SUSTAINABLE SUPPLIES

Conservation and efficient use of water can be achieved through education, pricing strategies and new technology. New water infrastructure will be required. An allocation policy and regulations are required to balance water demands from municipalities with the growth in the oil and gas, potash, and irrigation sectors. Drought and flooding can affect water quality, and climate change adaptation strategies are essential for communities, large and small. A study into the supply, demand, and use of surface and ground water will be complete by 2016.

GOAL 2 – SAFE DRINKING WATER

An evaluation of the financial needs of communities for the operation, maintenance and renewal of water infrastructure in 2014 will be followed

The highest duty of municipal officials and staff is to provide for the safety of people in their community. Most often we think of fire and police protection, but even more important is the safety of the water we all drink.

We all share this responsibility. In the first of a series of Urban Voice articles on water, let's look at what the province does to ensure we all have safe drinking water.

In his 2002 report on the safety of drinking water in Saskatchewan, Justice Robert D. Laing made a number of important recommendations and the

province incorporated many of them into its *Safe Drinking Water Strategy* later that year. The introduction of the multi-barrier system of protection was a key improvement.

The first barrier ensures source waters are protected by governments, consumers and landowners. The next protective barrier ensures municipal water treatment plants and distribution systems are properly designed and operated. The final barrier ensures all systems are performing to the highest levels and publicly reporting the results.

in 2015 by a strategy to encourage communities to renew their drinking water infrastructure. Opportunities for regional water treatment plants and distribution pipelines will continue to be a priority. *The Safe Drinking Water Strategy* will be updated in 2014.

GOAL 3 – PROTECTION OF WATER RESOURCES

Source water protection is an essential component of drinking water safety. Following a study of municipal wastewater facilities in 2014, a strategy to encourage the renewal of treatment infrastructure will be developed in 2015. A strategy to retain and restore wetlands will be done by 2015. Local watershed protection plans will be updated through a broad-based public process.

GOAL 4 – SAFE DAMS

Many dams, whether owned by the government or privately, are aging and require rehabilitation. Economic and population growth are increasing competition for water uses and require updated management plans. Dams and reservoirs are essential to managing flood and drought events caused by climate change.

GOAL 5 – FLOOD AND DROUGHT DAMAGE REDUCTION

A strategy to ensure communities and the public have access to flood hazard information will be in place by 2014. A flood-risk assessment of municipal drinking water and wastewater infrastructure will be done by 2016. New water allocation regulations to help manage water shortages will be in place by 2014.

GOAL 6 – ADEQUATE DATA, INFORMATION AND KNOWLEDGE

An integrated, geographically-referenced database to provide public access to water-based information and a user-friendly water information portal on the Water Security Agency's website will make information on water and water management issues widely available.

GOAL 7 – EFFECTIVE GOVERNANCE AND ENGAGEMENT

Broad consultation will be critical before policy changes are made. New watershed modeling and databases will be in place

starting in 2014 to allow efficient evaluation of new requests for water and ensure that cumulative effects and considered.

NEXT STEPS

Last fall the province created the Water Security Agency by incorporating divisions from the Ministries of Environment, Agriculture, and Health into the old

Saskatchewan Watershed Authority. The intent is to reflect multi-barrier protection in the structure of the new Agency.

To succeed, the province will need to partner with municipalities and gain the co-operation of residents, industry and landowners. In the summer 2013 issue of *Urban Voice*, we will examine what that will require. ■

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SUMAdvantage

Your first call for savings

SUMAdvantage is a strategic partnership between SUMA, our program partners and our members.

A SUMAdvantage partner gains the best possible access to the Saskatchewan municipal market – 450 member municipalities that expend more than \$2 billion per year for the delivery of programs, services, and infrastructure to the 82 per cent of Saskatchewan residents that live within urban boundaries.

SUMA members enjoy excellent group buying discounts and receive the best in customer service from SUMAdvantage partners.

COST SAVINGS, AND EXCITING NEW PRODUCTS FROM SIGNAL INDUSTRIES

SUMA members enjoy the best of both worlds when dealing with Regina-based Signal Industries for their signage needs. First, there is the security of a 20-plus-year partnership with an established, successful 42-year-old company. Second, that partnership has just been renewed and Signal Industries has shown itself to be a vibrant, proactive, leading-edge signage company that is committed to satisfying its municipal customers.

Signal Industries Manager **Paulette Mitchell** says, “We felt it was time to offer a different program. We’ve always offered discounts on standard signage products to SUMAdvantage members, but felt we could do even better. Today, thanks to the concept of bulk purchasing and our commitment to lean manufacturing, we are proud to say we are able to offer members discounts on **all** Signal Industries products.”

For those who haven’t been paying attention, the signage industry has changed dramatically in the last few years. Municipalities and businesses can now boast classy monumental signs outside of their offices; and coming events can be announced with the latest in rotational LED signage. Even the traditional traffic signs have evolved.

3M is a major supplier to Signal Industries. Mitchell says 3M is a worldwide leader in signage research and development, with safety always being the main goal. “They do an excellent job of communicating with their customers,” notes Mitchell. “We are proud to be part of the 3M family and excited to share the knowledge we glean with our own clients.”

Today, Saskatchewan regulations state that stop signs and other significant traffic signs must be ASTM Type III or IV (High Intensity Prismatic) or ASTM Type XI (Diamond Grade DG3) reflective sheeting to make them more visible. And, according to Mitchell these signage regulations are constantly changing and evolving to safeguard citizens.

“We work directly with the Ministry of Highways,” she says. “We are able to pass along up-to-date information from the province to SUMA and our municipal clients.” In late spring or early summer Signal Industries will be offering in-house training to municipalities where they will share the latest in signage products and signage regulations. Municipal personnel can either visit the

“We work directly with the Ministry of Highways. We are able to pass along up-to-date information from the province to SUMA and our municipal clients.”

Signal Industries office or company representatives can visit the municipality to conduct the training course.

Mitchell adds, “Traffic signs, including the new driver feedback signs (speed readers) that tell drivers how fast they are moving, exist for a reason – to improve safety in our communities. Along with the welfare of citizens, there are legal and insurance ramifications if signage isn’t up to par. It is in a municipality’s fiscal best interest to display the proper traffic signage.”

A municipality’s signage shouldn’t be taken for granted. Learn from the experts and call Signal Industries today at 306-525-0548.

For more information, visit www.signalindustries.ca. ■



SUMADVANTAGE *Programs*



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 Event and Corporate Services Manager, **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.pasourceforsports.ca
Election Material	SUMA	306-525-3727	www.suma.org
Lapel Pins	Laurie Artiss Limited	800-667-8168	www.thepinpeople.ca
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
Shipping Labels	SUMA	306-525-3727	www.suma.org
Software	Acrodex	306-584-3401	www.acrodex.com

PUBLIC WORKS/PARKS AND LEISURE

Building Valuations	Suncorp Valuations	800-764-4454	www.suncorpvaluations.com
Cat and Dog Tag Licensing and Animal Control	Ketchum Manufacturing	306-525-3727	www.suma.org
Equipment Rental	Hertz Equipment Rental	800-777-2700	www.hertzequip.com
Fuel Supply	Prairie Fuel Advisors	800-807-3750	www.prairiefueladvisors.ca
Janitorial Supplies	Chatterson Janitorial Supplies	800-667-8178	www.chatterson.com
Mosquito Control	Direct Solutions	800-661-2991	www.aatdirecsolutions.com
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
Recycled Rubber Products	Assiniboia Rubber Recycling Inc.	306-642-5599	www.recyclerubber.ca
Solar Pool Heating	Kelln Solar Consulting Ltd.	306-731-2224	www.kellsolar.com
Traffic Signs	Signal Industries Ltd.	800-565-9443	www.signalindustries.ca

HOTEL AND VEHICLE

Fleet Management and Vehicle Rental	Enterprise Rent-a-car	800-736-8227	www.enterpriserentacar.ca
Regina Hotel and Convention Host Hotel	Ramada	800-667-6500	www.saskramada.com
Regina Hotel	Travelodge Regina	306-586-3443	www.travelodgeregina.com
Saskatoon Hotel	Park Town Hotel	800-667-3999	www.parktownhotel.com
Saskatoon Hotel	Travelodge Saskatoon	888-278-4209	www.travelodgesaskatoon.com

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Heritage Saskatchewan	36	306-780-9191	www.heritagesask.ca
Highline Manufacturing	37	800-665-2010	www.highlinemfg.com
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Pounder Emulsions	23	306-934-1500	www.huskyenergy.com
Prairie Wild Consulting	25	306-653-2385	prairiewildconsulting.ca
Python Manufacturing Inc.	31	306-337-4440	www.pythonmfg.com
Saskatchewan Assessment Management Agency	23	800-667-7262	www.sama.sk.ca
Saskatchewan Association for Resource Recovery	7	877-645-7275	usedoilrecyclingsk.com
Saskatchewan Games Council	20	306-780-9246	www.saskgames.ca
Saskatchewan Government Insurance	17	800-667-9868	www.sgicanada.ca
Saskatchewan Heavy Construction Association	10	306-586-1805	www.saskheavy.ca
Saskatchewan Heritage Foundation	16	306-787-2105	www.pcs.gov.sk.ca/shf
Saskatchewan In Motion	6	306-780-9248	www.saskatchewaninmotion.ca
Saskatchewan Ministry of the Economy	4		www.economy.gov.sk.ca
SaskCulture	10	866-476-6830	www.saskculture.sk.ca
SaskPower	3	888-757-6937	www.saskpower.com
SaskTel	48	800-SASKTEL	www.sasktel.com
SaskWater	2	888-230-1111	www.saskwater.com
Signal Industries	31	306-525-0548	www.signalindustries.ca
SWEEP	40	306-791-6533	www.sweepit.ca
TAXervice	34	204.734.6381	www.taxervice.com
Western Municipal Tax Solutions	23	306-371-0424	www.westernmunicipal.ca



To reach decision makers in Saskatchewan's urban governments through *Urban Voice* magazine and its targeted readership, contact Rod at your earliest convenience to discuss your company's promotional plans for 2013.

Rod Evason, Marketing Manager | Email: rod@kelman.ca | Phone: 877-985-9710 Fax: 866-985-9799

Our concern for the environment



is more than just talk

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

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

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

**Why do the work yourself when
SUMAdvantage does the work for you?**

SUMAdvantage

Your first call for savings

Take “advantage” of what *SUMAdvantage* offers! With benefits geared exclusively to our members’ needs, the power of bulk purchasing, thoroughly researched and pre-screened strategic partners, and a history of well-priced, quality products, *SUMAdvantage* clients have the edge.

Save on bulk purchasing

Find the best investment for the ratepayer’s dollar, based on the leverage of our \$900 million purchasing power.

Find quality suppliers

Our suppliers are pre-evaluated and pre-committed to provide high quality goods and services.

Resolve supplier issues

We stand behind you to help resolve supplier issues or concerns.

See page 43 for a list of pre-screened *SUMAdvantage* suppliers.

Going beyond the *SUMAdvantage* suppliers list

Free expertise for procurement

Our *SUMAdvantage* manager provides you with no-charge advice on procurement issues, and can help you find the special suppliers you need.

Build buying partnerships

We can help connect you with partners for specific procurement needs.

For More Information

Visit the SUMA website at www.suma.org or contact Tania Meier at tmeier@suma.org or 306-525-4379.

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