

VOLUME 18 NUMBER 2 | SUMMER 2013

URBAN*Voice*

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

Infrastructure



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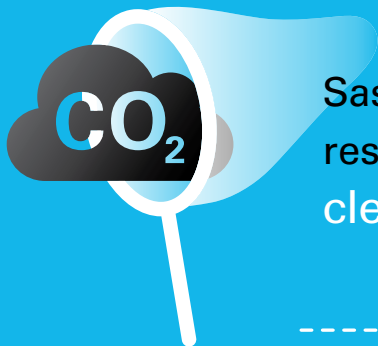
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URBAN VOICE is the official quarterly publication of the Saskatchewan Urban Municipalities Association (SUMA).

Submissions to URBAN VOICE are welcomed. The Editor reserves the right to edit for clarity and length. Please contact the Editor for copy submission deadlines.

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DISTRIBUTION

Publication Mail Agreement #40065075
Return undeliverable mail to lauren@kelman.ca

PUBLICATION MANAGEMENT AND PRODUCTION BY:



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VOLUME 18 NUMBER 2 | SUMMER 2013

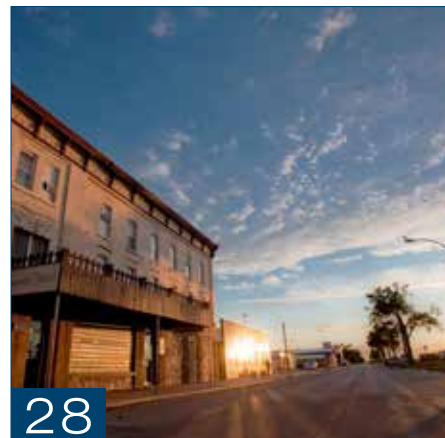
URBAN Voice

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NOW IS THE TIME TO FOCUS ON INFRASTRUCTURE

Mayor Debra Button, President

First, I would like to take this opportunity to thank all of you for your encouragement and support during my first few months as SUMA President. It is certainly my pleasure to serve as your new President and I must confess that the time has flown by for me.

Imagine my surprise to see and hear that *summer* is apparently just around the corner. The hot topic in many of our communities revolved around the melt and its accompanying runoff, so it seems more than appropriate to dedicate this issue of *Urban Voice* to infrastructure and the importance it holds for all of us.

It is the infrastructure in our communities and our province that will continue to dictate the success of our long-term sustainability,

and the future growth and development of our province. We need to ensure we are building the right infrastructure at the right time. It's important to maintain the infrastructure we have, and be proactive so our investment is preserved as best it can be.

We are known throughout the world for the generosity of our people, our honest work ethic, and our ability to survive a winter that many people thought would never end. We are a community of people that has demonstrated our resilience and our versatility. Now is the time to open our eyes to new kinds of infrastructure. It's not just about water pipes and roadways; there is also infrastructure built around culture, heritage and recreation.

I believe SUMA's collective strength will depend on our ability to maintain positive

communication, and to further build respectful relationships with all orders of government. We must work in harmony to explore more opportunities for resource sharing, and the promotion of our shared knowledge base as together we establish Saskatchewan as a new powerhouse in Canada.

Focussing on infrastructure becomes even more critical when we consider the recent changes in our population base, and its distribution throughout our massive geography. I encourage all our members to look at the challenges and opportunities we face, and to find creative solutions. Infrastructure is a challenge, but I believe urban governments across the province are up to facing it. ■

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MADE IN SASKATCHEWAN SOLUTIONS FOR MUNICIPAL FUNDING

Laurent Mougeot, Chief Executive Officer

In August of 2012, well in advance of the last provincial budget, urban governments found out that the Municipal Operating Grant (MOG) would grow by 11.4 per cent. Compared to the current inflation index, this is a significant increase for local governments. While it does not address all the challenges urban governments face, we should continue to celebrate the value of our “made in Saskatchewan” municipal revenue sharing program, especially when compared to other Canadian jurisdictions.

I joined the City of Prince Albert’s senior management team in the mid-1990s when revenue sharing cutbacks were hitting the municipal sector with full force. From then until 2009, cities, towns and villages did not find out what the provincial contributions would be until the end of March. Councils could not confirm their mill rates until partway throughout their current fiscal year and many seasonal programs could not be confirmed well into the second quarter. The cumulative impact of the cuts applied through the 1990s imposed major challenges for elected council members and senior administration alike. The predictable element of the new MOG is vital to the fiscal stability of our municipal operations.

There are a few other elements to keep in mind when reflecting on the benefit of the program. Being tied to the equivalent of one point - or 20 per cent - of provincial sales tax revenues (excluding alcohol), the program is based on an indexing system that truly reflects economic growth and inflationary changes. More workers: more disposable income, more retail sales, and more PST. Inflation: prices fluctuate, so does the collection of PST. More construction: PST is collected on steel and concrete sales! The formula captures many of the key indicators of our economy.

The important message for everyone is that MOG’s double-digit growth should not be taken for granted. Retail sales from April 2012 to April 2013 have increased by only 1.5 per cent in Saskatchewan, while dropping by five per cent in Canada. There is a message for urban governments: be prepared to see MOG

stabilize, and potentially even drop. While historical data suggests there will be a sustained growth in PST revenues, be prepared to face negative adjustments. That is part of the understanding between the municipal sector and the province.

We also know that MOG is an unconditional grant. SUMA insisted at the genesis of the program that this source of provincial funding be intended to cover operational needs. Hence the initial name of the program: the Saskatchewan Municipal **Operating** Grant. Today, MOG is captured under *The Municipal Revenue Sharing Act*, and remains an unconditional source of funding.

SUMA members should also recognize that this unconditional grant is based on the principle that the province shares its revenues with urban governments to acknowledge the interest and responsibilities it shares in delivering municipal services. In other words, the province transfers funding to municipalities for the value of the services delivered on behalf of the province. As such, villages, towns, and cities must be considerate when asking for new funding from the province. Over the past three years, SUMA has been asked to pursue additional requisitions for pest control, electronic financial transactions, and public transit operations. In this context, it is important to remember the significant value of the municipal operating grant, and that ad hoc operational funding requests are not necessarily constructive in this relationship. Having said that, SUMA will continue to protect the interest of urban governments, especially as it relates to the transfer of responsibilities from the province to cities, towns and villages.

The province and the municipal sector are actively engaged in pursuing our “made in Saskatchewan” infrastructure program. The federal government’s recent announcement of its renewed suite of municipal infrastructure programs should accelerate these discussions. We will keep you posted on further progress! ■



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Saskatchewan's Long-Term Infrastructure Plan

Sean McEachern, SUMA



Securing provincial funding for urban infrastructure is - and will continue to be - a primary objective for SUMA. We have been working with the Government of Saskatchewan and other partners exploring options and collecting the data needed to develop a long-term, predictable, and sustainable source of funding for our members. The Long-Term Infrastructure Program (LTIP) committee has created two reports identifying best practices for public investment in infrastructure and financing alternatives. The third and final report will develop an infrastructure-gap-analysis model to help the province and local governments define the municipal capital infrastructure gap in Saskatchewan.

The best-practices group was tasked with developing recommendations to

help local governments find efficiencies in public investment and ways for the provincial government to support them. The report suggests innovative technologies, services and products to achieve these efficiencies. The group reviewed relevant best practices from different jurisdictions in Canada and other countries in the areas of asset management, legislative, regulatory and financial tools, regional developments, innovative technologies, policies and management procedures - all within the context of efficient investment in Saskatchewan.

Recommendations from this report focus on the need for asset management in the municipal sector. Specifically, it suggests a central agency to help local governments with asset management. This agency would provide services

such as regulatory and operational guidance, educational opportunities, and development of management standards. It would also be accessible to local governments to facilitate regional co-operation on asset management, to provide advice on alternate service-delivery options, and to encourage co-operation on regional projects.

The need for full life-cycle costing was identified as a critical element for any future projects. Local governments need to start looking at the full cost of a capital project whether it is new construction or rehabilitation. To consider only the construction and short-term expenses is irresponsible. If you combine the full cost with established levels of service and a consistent condition-assessment process, local governments will better understand

the true cost of owning and maintaining infrastructure.

A critical piece to all of these recommendations is ensuring staff is properly educated about how best to manage local infrastructure. This includes ongoing training on asset management and financial management, to provide them with the knowledge they need to be effective stewards of the infrastructure supporting the local economy and the lives of residents.

The growing infrastructure challenge faced by local governments has motivated many to explore different ways to finance projects. Local governments need access to different options to provide more choice and flexibility. The Financing Alternatives report explores what options exist and which ones apply to local governments in Saskatchewan.

The project specifically looked at four classes of alternative models: debt based, user fee or utility, tax revenue and a hybrid or mixture of the first three. The many financing options reviewed included, but were not limited to, options like municipal bonds, infrastructure banks, credit pools, P3s, sponsorships, development fees, improvement charges and special purpose taxes.

The report notes that local governments in Saskatchewan have access to a wide variety of financing options that, in many cases, are already in use. However, the report identifies that local governments need to work together with neighboring municipalities to better use the available options.

The official recommendations from the report suggest that local governments

“The need for full life-cycle costing was identified as a critical element to any future projects.”

and the province analyze the potential use of municipal bonds, credit pools, infrastructure banks, and P3s. However, considerable due diligence must be performed to ensure they are realistic options.

Local governments need to consider developing user fees to reflect the actual cost of service. A user-pay system would reap revenues from the residents who receive greater benefit from certain assets, like recreational facilities. There should also be greater consideration for additional and larger-scale sponsorships for recreation, leisure, arts and community facilities.

A review of how municipal debt is handled in the province could find more flexible ways to finance projects. This review could look at debt-limit exemptions for projects funded by user fees, and automatic changes to the debt limits based on a growing tax base.

Local governments, in partnership with the province, need to keep working on this area, and be ready to find creative, workable solutions.

The LTIP committee looks forward to the final report on the infrastructure-gap analysis. Preliminary presentations to the committee show an impressive

tool that allows the province and local governments to strategically plan for infrastructure investments. The tool uses tangible capital asset reporting information and growth variables to determine the current infrastructure gap, and track it as it grows.

When the gap analysis report is received and formally accepted by the committee, an official report summarizing all three projects and accompanying recommendations will be available to provincial and local elected officials. This final report will be the foundation for building a provincial infrastructure program.

SUMA does not expect any provincial program to be announced right now. We are waiting for the province to communicate how they will be involved with the renewed federal Building Canada program, and what impact that program will have on Saskatchewan communities. SUMA will continue to tirelessly advocate for an infrastructure program to address aging infrastructure and the need for new infrastructure in our cities, towns and villages. SUMA has maintained that to continue the unprecedented economic growth this province is experiencing, provincial investment in urban infrastructure is critical. ■



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Getting started with Asset Management

Tiffany Wolf, SUMA

Local governments own and maintain most of the infrastructure supporting Saskatchewan's economy and enviable quality of life. However, maintenance and repair of that infrastructure, combined with building new infrastructure as our province grows are among urban governments' biggest challenges.

As part of SUMA's work with other organizations to promote best practices in municipal infrastructure management, we led the delivery of the tangible capital asset (TCA) reporting project to local governments. TCA reporting helped local governments create a list of the municipality's assets, including water systems, buildings, equipment, roads, bridges, and culverts. This information has formed a strong foundation for asset management plans.

There has been a lot of investment in promoting asset management over the past couple years. Asset management plans are a tool for local governments

to better understand the state of infrastructure in their community. They can then make more informed decisions about how they will operate, maintain, and renew that infrastructure.

Local governments in Saskatchewan now have the *Asset Management Getting Started Guide* to help them understand what asset management is, and how important it is in planning for the future. With SUMA, SARM, and the Ministry of Government Relations all encouraging local governments to start practicing asset management, we came together to build the guide.

With TCA reporting as a good first step in the process, local governments began asking where to start with asset management. The guide was a response to that question, and will help municipal leaders build a solid understanding of what to do, and where to go from here.

The guide is broken into three major sections: Getting Familiar, Getting Started, and Next Steps.

Getting Familiar

The introductory section of the guide answers many of the questions you may be asking right now:

- What is asset management?
- What are infrastructure assets?
- What's included in asset management?
- Why is asset management important?
- How does asset management tie into existing practices?
- What is my role as a municipal leader?

This is basic information meant to introduce you to a topic you may not yet know much about.

Getting Started

This is where you get into more of the nitty-gritty of asset management. It lays out some of the terms and concepts you need to understand in order to implement asset management in your community.

The guide uses the example of roads to help illustrate points, and tie all the

information together. It also includes quotes from municipal staff and elected officials that already have experience with asset management.

Next Steps

Here, the guide helps you see where the rubber meets the road, so to speak. It explains what you need to do to get started, and where to go for more training. You can also read about what to do with all the information you gather, from writing applications for grants and funding, to working with your neighbours to pool resources.

Then, tucked in the back is the appendix. It covers vital information, like questions to pose to council to get

“Asset management plans are a tool for local governments to better understand the state of infrastructure in their community.”

the ball rolling on asset management, definitions for many of the common terms used, and where you can find more information. One of the suggested information sources is a four-part video series on asset management, with ties in well with the guide – in fact, the visuals

bear a striking resemblance.

The guide is now available on the SUMA website at www.suma.org under the Resources tab. We have also included a link to the Saskatchewan Municipal Asset Management website, where you can find other training and learning opportunities. ■



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REBUILD, RENEW, REPLACE, REVITALIZE: SaskPower versus aging infrastructure

SaskPower

When we need the lights on, we flick a switch.

When our favourite show comes on, we turn on the TV.

When our cell phone battery runs low, we plug it into the charger.

Most of us do these simple, small actions each day without giving them a second thought. But there is an incredible amount of infrastructure behind even the smallest power needs, and SaskPower is working to ensure it is prepared for the ever-increasing demand for power in Saskatchewan.

Big needs over big spaces

What does it take to power a province? In SaskPower's case, it takes:

- three coal-fired power stations;
- seven hydroelectric stations;
- six natural gas stations;
- two wind facilities;
- 51 high-voltage switching stations;
- 185 distribution substations; and
- approximately 151,000 kilometres of power lines (most of which are 30-50 years old).

To make things even more challenging, SaskPower serves more than 490,000 customers within an area of 650,000 square kilometers. That works out to about three customers per circuit kilometre – not a lot of people in a big space. We have about as many power lines as Ontario, with about 12.5 million fewer people to serve. SaskPower's vast power line system provides the vital link between electricity generation sources and the people depending on reliable, affordable, and sustainable power.

Growing needs, aging infrastructure

Saskatchewan has the third-highest growth rate in the country, and SaskPower is growing right along with it. SaskPower estimates power usage is increasing at a rate of 2.9 per cent annually, and a record \$225 million was spent on new customer connections in 2012. For the third consecutive year, a new record-high amount of power used by customers at one time was set already in 2013.

Meanwhile, generation, transmission

and distribution infrastructure is aging and will require rebuilding, replacement or renewal in the years ahead. SaskPower has a multi-billion dollar infrastructure and growth capital program – this level of investment is truly a once-in-a-generation challenge.

In 2012 alone, SaskPower made a record \$981 million in capital investments. This included nearly \$150 million on power line maintenance, an increase of 57 per cent over five years.

Revitalizing our power system

There are a number of projects planned to continue renewal of Saskatchewan's electrical system. These include upgrades to transmission lines in Pelican Narrows and Cumberland House to improve reliability; reinforcement of the Saskatoon area power system (including a substation in the Martensville area and switching upgrades to improve reliability and increase system capacity); replacing infrastructure in the Swift Current and Maple Creek areas, which are the oldest in the province; and continuing to review

a hydroelectric project for Elizabeth Falls in partnership with the Black Lake First Nation.

Northern Saskatchewan needs a new \$380 million transmission line to improve reliability and accommodate increased electricity demand in northern communities and industrial sites. This new 300-kilometer line will run from the Island Falls Hydroelectric Station to the planned Key Lake Switching Station.

Ongoing investment in system maintenance also includes repair and replacement of wooden power poles. SaskPower has more power poles to maintain than we have people in the province!

SaskPower maintains 1.25 million power poles across the province. The life of poles is extended from 25 years to more than 70 years through regular maintenance to ensure safety and reliability in the most economical way possible.

Renewing SaskPower's infrastructure is about more than replacing and building lines. To keep up with the ever-growing demand, investments into generation facilities are also required.

The Boundary Dam Integrated Carbon

Capture and Storage Demonstration Project will be the world's first and largest commercial grade coal-fired carbon capture project. It is expected to reduce CO₂ emissions by about one million tonnes per year, equivalent to more than 90 per cent of the CO₂ emitted by Boundary Dam's Unit #3 today. That is equal to taking more than 250,000 cars of the road each year.

The project is over 50 per cent complete and will begin full commercial operation in April 2014. Construction on upgrades to the Queen Elizabeth Power Station will begin in 2013, with commission planned for the fall of 2015. The expansion of the Queen Elizabeth Power Station will add 200 megawatts of natural gas-fired generation.

SaskPower has also completed an agreement for the construction of a 177-megawatt wind-power project near Chaplin that will nearly double SaskPower's wind capacity. It is expected to come into service at the end of 2016.

These are just a few of the projects that will be undertaken in the years ahead to ensure that Saskatchewan's residents have the electricity they need to do all the small, simple little things that add so

much to our lives, and that our industries have the electricity to power the province's growth.

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INVESTING IN HUMAN INFRASTRUCTURE

Rodney Audette, President, UMAAS



Tangible capital asset management and long-term infrastructure funding are certainly topics of the day for municipal councils as urban governments struggle

to meet current and future infrastructure needs. What is not provided the opportunity to be in the forefront though, is municipal human resource departments' infrastructure.

As we are aware, organizations need trained, professional employees to be successful. Ongoing training and educational opportunities are essential for employees to grow, and increase their productivity and potential. Urban governments are no different from the businesses and commercial sectors. So what can municipalities do to invest in human resources?

In every department there are a number of great opportunities for employees to gain more education and training in specific areas.

Through the Urban Administrator's Association of Saskatchewan (UMAAS), administrators and CAOs across the province have access to numerous

workshops and conferences from various organizations. (For example, the Ministry of Government Relations, UMAAS, the Saskatchewan Assessment Management Agency, SUMA and other fraternal organizations like the Rural Municipal Administrator's Association, and Saskatchewan Association of School Board Officials.) These education sessions enhance and reaffirm knowledge in assessment and tax policy matters, tax enforcement, building and land development matters, labour standards and occupational health and safety areas, just to name a few.

Public works sectors have access to workshops throughout the year, through organizations like Saskatchewan Water and Waste Water Association, and the Saskatchewan Public Works Association. Along with their annual conferences, these educational and training workshops provide enhanced employee training for safe water treatment and handling methods, ongoing educational requirements for certification, and insight into potential new technologies.

Municipalities may also have Planning and Development Departments and Recreation Departments. There are a number of opportunities for employee

investment in these areas as well through various provincial ministries and sector associations.

As communities grow and expand, your organization must be able to handle the challenges that accompany growth. Providing good governance and service delivery requires skilled, trained, and knowledgeable staff. They help councils make informed decisions, whether on tax policy, community planning or reviewing service delivery innovations to better service ratepayers.

The key is for municipalities to recognize the benefits of promoting training and ongoing education for their employees. Employers should encourage employees to attend workshops and training modules. To ensure departments can send personnel to ongoing educational sessions and training, the funds also must be allocated in the operating budgets.

So remember, the tangible capital assets within your municipality include the men and women working in the municipal offices and out in the municipality! Be prepared and willing to invest in your 'human infrastructure.' ■



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Drinking Water

Part Two

Fred Clipsham, Chair, Wascana Upper Qu'Appelle Watersheds Association Taking Responsibility and a Director of SAW (Saskatchewan Association of Watersheds)

INNOVATION WELCOME

Last issue, we looked at the province's *25 Year Water Security Plan* in the first of a series on safe drinking water in Saskatchewan communities. Key actions the province will undertake include: determining the financial needs of communities for the operation, maintenance and renewal of water and wastewater infrastructure during 2014, followed in 2015 by a strategy to encourage municipalities to renew these critical investments.

The province has laid out its agenda for safe drinking water. It includes a plan to provide financial support to communities for the renewal of expensive water and wastewater infrastructure. What are the next steps for municipal leaders?

First, you must get familiar with your current infrastructure's condition, and what must be done to meet the standards set by federal and provincial regulations. Most communities already know their deadline for meeting new federal wastewater standards. Growing communities need to estimate how much demand will be added in the coming decades.

Second, with the help of environmental engineers, councils should begin looking at the technologies that can meet the needs of the community. The province is encouraging innovation through its *results-based regulatory environment*. In simple terms, the province sets the standards, but leaves it to the proponent to choose a design that meets those standards.

It might be easier to do things the same old way, but innovation can save on costs, reduce environmental impact, and create new recreation options.

For example, the City of Yorkton just built an advanced water filtration plant that incorporates an innovative system to treat



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backwash (water used for cleaning filters). The system purifies backwash in wetland settling ponds, where it returns to one of the aquifers the city relies on for water for its rapidly growing population.

By diverting backwash from its sewage treatment system, the city expects to save more than \$3 million in infrastructure and another \$6 million in energy and maintenance costs over the life of the plant. The cost-effective and environmentally responsible system will deliver 22 million liters of potable water daily and is expected to meet the city's water needs for the next 25 years.

The project has also created a civic facility that residents will enjoy for generations to come. Logan Green, an 85-hectare park preserve, has been transformed with a stream and fishpond, walking trails, and six new multi-purpose sports fields built with earth from the development and irrigated with pond water.

FCM's Green Municipal Fund helped Yorkton with some of the costs, and the city was awarded FCM's 2013 Sustainable Community Award for the project. Congratulations to the council and staff for this innovative solution!

Small communities relying on lagoons for wastewater treatment might consider

constructed wetlands as a solution. Indeed, an important component of the Yorkton project was constructing wetlands to filter the backwash water and recharge the local aquifer.

The CMHC website explains: "Constructed wetlands are shallow pools developed specifically for storm or wastewater treatment that create growing conditions suitable for wetland plants. Among the most important pollutant-removal processes are the purely physical processes of sedimentation and filtration by aquatic vegetation. These processes account for the strong removal rates for suspended solids, organic matter (particulate BOD), and sediment-attached nutrients and metals."

Research on constructed wetlands began in the 1970s in both North America and Europe, but took different directions. Eventually the lessons learned were combined, and today constructed wetlands can be used for potable water pretreatment, stormwater management and municipal wastewater treatment. Even communities in Canada's far north employ managed wetlands effectively, year-round.

"The cost benefits of treatment wetlands can be summed up in a simple

phrase," says Scott Wallace, a principal with Stantec Consulting. "Plants and bacteria work for free; people and machines don't. Treatment wetlands represent green infrastructure, providing long-term, sustainable wastewater management appropriate (for) communities throughout the country."

Council needs to consider one final thing – to prepare financially. A way to reduce inevitable borrowing requirements is to begin charging higher utility rates today, and saving the revenues in a reserve fund. Council needs to assure itself that all costs are being considered - both initial construction costs, and ongoing maintenance requirements. Establishing a water and wastewater utility will keep revenues and costs separate from other municipal activities. This will not only help you plan better, but also be transparent to ratepayers.

So how much time do you have? Ideally, the next federal/provincial infrastructure program will extend for decade or more once it is announced in 2015. Still, the sooner you've answered the questions above, the sooner you can make the improvements needed to ensure safe drinking water for your community. ■

Lifetime Achievement Award for Fred Clipsham

Tiffany Wolf, SUMA



Rachelle Verret Morphy, SaskPower VP, Law, Land & Regulatory Affairs, General Council and Assistant Secretary; Fred Clipsham; and the Hon. Ken Cheveldayoff, Minister of the Environment

On April 18, the Saskatchewan Waste Reduction Council (SWRC) and SaskPower hosted the 17th Waste Minimization Awards ceremony in Saskatoon.

"The awards recognize waste minimization leadership in Saskatchewan for 2012," said Sean Homenick, SWRC

Chairperson. "The actions of the recipients clearly demonstrate how we, as individuals, groups or industry, can have an impact that helps to reduce the amount of waste going into our landfills."

In February, the SUMA Board of Directors chose to nominate **Fred Clipsham** – a former Board member, and tireless environmental advocate – in the individual category. We were pleased to hear that the SWRC chose to recognize Fred with a Lifetime Achievement award instead.

Fred served on the boards of many environmental and community organizations when he was a Regina city councillor (1994-2012), including SUMA's Environment Committee, which he chaired for 10 years. He was a champion for better recycling programs for Regina and Saskatchewan. Both causes will bear fruit in 2013, as the City of Regina launches a curbside recycling service in July, and regulations were approved for the province-wide Multi-Material Recycling Program in February.

Congratulations on your Lifetime Achievement award Fred!



Dan Way, Municipal Capacity Development Program

There is no question that economic growth is a priority in Saskatchewan these days. It has become a popular topic for politicians and citizens all around the province, and is even making waves on the national and international stage. All the buzz is for good reason: the level of capital investment in Saskatchewan has more than doubled over the last 10 years, and exports have more than tripled.

Growth is generally seen as a good thing because it can expand our tax base, generate jobs and lead to better public services, but there are also growing pains. They are most obvious in the infrastructure upgrades needed across all Saskatchewan municipalities. New infrastructure required for our growing economy is piling onto an already massive infrastructure deficit, aggravated by the realities of new environmental concerns, and labour shortages.

The good news, if you can call it that, is that this is not a new struggle.

Municipalities across the country face similar challenges, and should expect investment from their provincial and federal partners. The private sector has started to recognize that they need to cover more of the costs for development or risk losing out on profits, and municipalities understand that growth should pay for growth. Public Private Partnerships (P3s) offer another option for public infrastructure development. Finally, many municipalities are beginning to recognize the benefits of horizontal partnerships - inter-municipal or regional partnerships.

Municipalities need to explore all options for keeping up with infrastructure demands, and regional co-operation can provide a number of ways to develop and maintain infrastructure effectively, and cost efficiently. One option is sharing knowledge with your neighbours. When a problem has no obvious solution, it is easy to narrowly focus on the problem,

concentrating on your own jurisdiction. It is important to remember that those around you may be facing similar challenges. Sharing knowledge with surrounding municipalities can generate more ideas, and provide an opportunity to learn from each other's assets and experiences. Open dialogue with other municipalities in your area may help you see where needs and interests align. Before council has approved even a dollar to undertake a new initiative, municipalities can brainstorm together to come up with a plan to ease their infrastructure concerns. This is where a partnership begins to flourish, and the door opens to even more possibilities.

Co-operating regionally on infrastructure projects will lead to greater consistency, which can save money. Consider a new wastewater facility, for instance. If it is an issue for your municipality because of population growth, chances are that it is a concern for nearby municipalities. You may be able to

share the cost of a regional facility, or some portion of the project lifecycle and ongoing maintenance costs. A wastewater project requires: a feasibility study to assess the needs and requirements; a facility design; an operation plan; a governance structure to provide the utility; and ongoing monitoring and maintenance. Municipalities can share the cost of any or all of these different processes. Instead of everyone working and paying for the same thing separately there is a chance to pay from one pot and reduce everyone's costs.

When municipalities work together they create a strong region, and can gain the advantage of a strong voice. Not only is a regional body in a stronger financial position to take on the costs of infrastructure development, but they represent a greater population base than a single municipality. This provides greater influence with potential funders, industry partners, government and other agencies. There are a growing number of regional groups in Saskatchewan receiving valuable recognition, funding, and input from government officials, agencies, and industry stakeholders.

For instance, Premier Wall recently met with the Mid-Sask Municipal Alliance and toured their region. The North East Quad - a group of rural municipalities - has partnered with the University of Saskatchewan to help find new solutions for aging bridges. Others are bending the ear of potash, oil and gas producers to ensure their infrastructure is maintained and adequate for future growth.

A strong region can better entice contractors and consultants to bid on jobs. Co-operating as a region limits competition with surrounding municipalities and offers the possibility of a larger pool of qualified contractors and consultants to choose from. Even if you are not pursuing the same project as a region, you may be able to reduce the cost for your individual projects if you can offer contractors or consultants multiple projects. There may also be materials or certain services required for projects that could be purchased jointly.

Sharing regional infrastructure projects makes sense financially, and it reduces your risk on that investment. Rather than being the sole corporate body on the hook for an infrastructure project that could cost millions of dollars, why not share that responsibility with other partners?

Impediments to regional co-operation on plans and projects can be related to politics, pride, or the absence of clearly

defined, comprehensive inter-municipal agreements that unite the interests of the municipalities involved. This is where the Municipal Capacity Development Program (MCDP) excels. Our program has more than seven years' experience in Saskatchewan demonstrating the benefits of working together, and facilitating strong agreements between municipalities. As a partnership between SUMA, SARM and the Ministry of Government Relations, MCDP provides an independent perspective with a singular vision to promote sustainable development

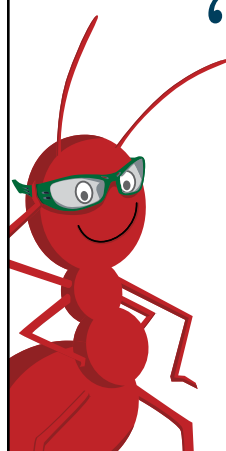
and inter-municipal co-operation. We have helped more than 40 regional groups across the province build a group structure, and develop plans to tackle municipal issues including major infrastructure challenges.

If you would like more information on MCDP or have an idea for regional co-operation in your area, please email us at info@municipalcapacity.ca or visit www.municipalcapacity.ca. If you have any more thoughts on the benefits or possibilities of regional co-operation, we would love to hear them. ■



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— Eric Dillon, CEO, Conexus Credit Union



Work2Live



Encouraging **GREEN** co-operation in water infrastructure

Lance Hiltz, SaskWater

Sustainable, low-impact practices are a growing priority for businesses, communities, and individual consumers. People are increasingly conscious how our actions affect the natural world. This can be seen in the way we go about our daily routines and in the choices we make – from grocery stores to boardrooms. As we face the demands of infrastructure upgrades and expansions in our booming province, we must also consider the consequences for our environment.

One way to limit your environmental footprint may be to use a regional water system. Having a centralized treatment facility for each region means fewer incursions into lakes and rivers and less habitat disturbance. It also means water-treatment chemicals' use is centralized, reducing the inherent risk of spills and other challenges that come from having many smaller facilities.

The environmental benefits are just the beginning. There is much less administration involved in a regional system, and it is less expensive to operate with each group paying their fair share. Recruitment and retention of qualified operators is easier because the larger systems provide full-time employment in

the water industry – something smaller systems are not always able to offer. It is easier to plan for and manage future growth when you take advantage of economies of scale. Having a single system equipped to service multiple communities is more cost-effective when it comes time to expand. Each community can plan for growth upfront with the regional system accommodating these expectations, and being better able to manage variations between the expected and actual changes over time.

SaskWater, for example, owns and operates regional potable water systems in the areas of Wakaw-Humboldt and Melfort. With a single water treatment plant per system, they are able to produce and distribute potable water to multiple surrounding communities through a network of pipelines. The treatment plants for these two systems are located in Wakaw and Melfort, and together they provide high-quality drinking water to 17 communities and several rural pipeline groups. SaskWater also works with larger centres to enhance regional co-operation in the surrounding areas. Examples include regional potable water systems where the water is purchased from the City of Saskatoon, the Buffalo Pound

Water Administration Board, and the City of Regina, then distributed to surrounding communities, industries, businesses, and pipeline groups.

SaskWater's regional systems are not limited to the delivery of high-quality drinking water. They have regional systems used for wastewater treatment and management in Fort Qu'Appelle and Nipawin. The Echo Regional Wastewater System serves the community of Fort Qu'Appelle, as well as the RM of North Qu'Appelle, including the resort villages of Fort San and B-Say-Tah. The Nipawin Regional Wastewater System serves the communities of Nipawin and Codette, as well as Bunge Canada Ltd.

With regional systems like these, a single operating entity can stay on top of changing and complex regulatory requirements more easily than several smaller operators, giving peace of mind to your municipality and region.

The goal of these regional systems is to facilitate co-operation and provide quality drinking water and wastewater services for their customers. As our infrastructure requirements expand, it is more important than ever that we work together to ensure the most sustainable, timely, and cost-effective delivery of services. ■



IN THE NEXT ISSUE:

GOVERNANCE and RISK MANAGEMENT

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.

Two sides to the story: Are P3s the future of infrastructure?

PRO: The road to success – benefits of P3s for infrastructure challenges

Mark Romoff, President and CEO, The Canadian Council for Public-Private Partnerships

Continuing population growth, ever-increasing global demand for natural resources, and unprecedented investment in the province are just a few good reasons people across Saskatchewan are optimistic about the future. But the province has its share of challenges. The type of growth Saskatchewan is experiencing puts significant pressure on infrastructure to meet demands from citizens and businesses. In addition, the Government of Saskatchewan, and municipalities across the province face tighter spending constraints due to myriad budget pressures.

P3s – Public-Private Partnerships – have a proven track record across Canada as an alternative to traditional infrastructure procurement. There are currently 195 projects worth more than \$59 billion at all levels of government across the country and in a broad range of sectors, including roads, transit, and water/wastewater.

As evident in the 2013 budget, Saskatchewan is the latest province to acknowledge the benefits of P3, and has selected specific projects for business case development. The creation of SaskBuilds, a new Crown corporation to drive innovation in infrastructure financing, design and delivery, will assess and develop alternative approaches. The province's first application of the P3 model is the Regina Southeast Bypass. According to Hon. **Don McMorris**, Minister of Highways and Infrastructure, it will be the biggest infrastructure investment the province has ever made in any one area. There is much evidence-based optimism that this large-scale project will flourish as a P3.

At the municipal level, Saskatchewan can look to Winnipeg to see successful infrastructure projects made possible by P3s. The Chief Peguis Trail Extension is estimated to save the city \$31 million (or 17.6 per cent) as a P3, compared to a traditionally procured project. The \$195 million Disraeli Freeway and Bridges Project was also structured to protect taxpayers: the city only made payments when the bridge became operational, resulting in on-time, on-budget delivery. The project saved \$47.7 million (17 per cent) compared to the conventional approach. The private partner's design solution added a new, innovative bridge structure, rather than refurbishing the existing one, which allowed traffic to flow through this vital corridor while the new bridge was under construction. Superior wearing characteristics also went beyond

design requirements resulting in lower overall lifecycle costs.

P3s aren't new. For 20 years P3s have leveraged private-sector innovation, efficiency and capital to meet basic public needs while maintaining government ownership and control. The growing body of P3 research and evidence in Canada points to the following overall benefits:

► **Private capital for the public good:**

P3s leverage the respective strengths and financial resources of private and public partners. Canadians benefit from private-sector innovation and efficiency, while maintaining public sector ownership and control. Private-sector partners must invest in projects and meet performance-based standards related to design, construction and/or maintenance of the asset. There is also rigorous stakeholder consultation during proposal development to ensure that new facilities meet the community's needs.

► **Value for taxpayer money:** The Conference Board of Canada report *Dispelling the Myths: A Pan-Canadian Assessment of Public-Private Partnerships for Infrastructure Investments* says P3s generate higher efficiency gains relative to conventional forms of infrastructure procurement, enhancing the ability of government to deliver core public services on time, and on budget. Comparing projected costs of P3s against conventional procurement contracts also shows that Canadian P3s have delivered efficiency gains totaling millions of dollars per project.

► **Taxpayer protection:** P3s require rigorous upfront planning, including a systematic analysis of costs, risks and performance expectations that better protect projects from cost overruns and delays. While the private-sector partners are responsible for the risks related to financing, construction, schedule and maintenance, the public sector retains control over performance through penalties, holdbacks and a fixed-price contract. Independent fairness advisors are commonplace, to ensure that the procurement process is fair and competitive.

► **Spin-off economic benefits:** P3s help the economy grow. The Sea-to-Sky Highway Improvement Project is estimated to increase the GDP in BC by \$300 million between 2010 and 2025. They create jobs, as seen through P3 projects like the Fort St. John Hospital Project in BC (1,900

jobs over the project's lifecycle), the Autoroute 30 in Quebec (18,900 jobs over the construction period), and the Rt. Hon. Herb Gray Parkway in Ontario (estimated 12,000 project-related jobs).

► **Higher innovation and quality of life:**

P3s enable Canadians to benefit from state-of-the-art solutions to complex public needs. The integration of facility design, construction and maintenance under the long-term responsibility of a private-sector partner encourages creative design solutions with long-term performance in mind.

It is important to recognize that the P3 approach isn't the appropriate solution for every project. A thorough business case must be developed to ensure that the benefits of the project are best suited to the P3 model versus a traditional design-build or design-bid-build approach. BC, Alberta, Ontario, Quebec, New Brunswick and the federal government developed a Public Sector Comparator (PSC) against which to benchmark a P3 and ensure value for money. Moreover, there are multiple ways in which P3s can be structured to meet the specific needs of a project.

Canada's approach to P3s is now recognized internationally as best in class. The Canadian Council for Public Private Partnerships (CCPPP) is frequently asked to host foreign delegations looking to learn about the Canadian approach as they formulate their own P3 policies and programs. With the wealth of P3 experience and expertise gained at home, Canadian companies are increasingly well-positioned to compete globally for the growing number of P3 projects.

CCPPP, along with organizations such as the Canadian Construction Association, Association of Consulting Engineering Companies of Canada and the Consulting Engineers of Saskatchewan, recognize that infrastructure investment is crucial to a healthy economy. Governments can benefit from good advice and best practices on how to deliver infrastructure, while achieving value for money and protecting taxpayers. P3s are one proven approach in the range of options available to Saskatchewan that can address infrastructure challenges while enhancing the quality of life for citizens.

To learn more about P3s, including different models, case studies and benefits, visit the CCCPP website at www.pppcouncil.ca. ■

You can't talk infrastructure in Saskatchewan without hearing talk of public-private partnerships, or P3s. SUMA asked two organizations to look at the issue from either side of the debate and weigh in with their opinion. The Canadian Council for Public-Private Partnerships provided a look at successful P3s across the country, and the Consulting Engineers of Saskatchewan sent along an article to help municipalities make an informed decision about which delivery model will work best for their projects.

CON: P3s from an engineering perspective

Brian Watkinson, Principal, Strategies 4 Impact! Supported by the Consulting Engineers of Saskatchewan

The use of Public Private Partnerships (P3s) to deliver infrastructure in Canada is not new. Various forms of P3s have been used in Canada for many years. More than 150 infrastructure projects have been procured using P3s since the early 1990s, but P3s are relatively new in Saskatchewan, with very little local experience with this infrastructure procurement model.

However, members of the Consulting Engineers of Saskatchewan (CES), the association representing Saskatchewan consulting engineers and geoscientists, can access the extensive experience members of the Association of Consulting Engineering Companies' (ACEC) have with P3s across Canada. One key message is that a P3 should not be viewed as simply a funding model. It is a comprehensive funding/procurement/delivery model with well-defined parameters.

ACEC has identified some key best practices for delivering the most successful P3 projects in its report *Understanding Public Private Partnerships in Canada*. This report concludes that while the P3 infrastructure procurement model is not a panacea, P3s can be a valid form of project delivery when used in the appropriate circumstances.

Properly executed, conventional delivery models can provide many of the benefits of P3s. For example, if public owners use Qualification Based Selection to procure their design team, it will result in innovation and high-quality engineering. This delivers optimum value for money in infrastructure projects. In addition, getting professional technical advice from designers at the beginning of the project is an investment in project success.

When owners consider a P3 delivery model for an infrastructure asset, experience in Canada shows that they must first carefully assess the project to determine which will deliver greatest value for money: a conventional delivery model like design-bid-build, or a P3.

In any form of project delivery, including P3s, the best results come when there is a fair sharing of risk and reward, and when risk is taken on by the party best able to manage it.

One of the potential benefits of a P3 is the transfer of costs and risks from the public owner to the private sector, such as risks around budget and schedule certainty, and lifecycle costs to maintain and operate the asset. Owners must recognize that private-sector partners will charge for those costs and risks, so it is vital for public owners to determine if the price is justifiable.

Experience shows that the public owner and the private-sector partner usually get the greatest benefit when the private sector is contracted to maintain and operate the asset for 25 to 35 years or more, on top of designing, building, and financing the asset. The public owner can benefit from efficiencies and innovations the private-sector partner brings to the project, and cost certainty over the term of the contract. The private-sector partner, meanwhile, can rely on a long-term, reasonably secure source of revenue.

In many jurisdictions, the private-sector partner owns the asset over the term (25 to 35 years) of the maintenance and operation contract, or 'concession.' However, the trend in Canada has been for ownership to remain public.

Once the owner has determined that a P3 delivery is appropriate, it assembles a team of professionals for advice and to protect its interests. The team - including an owner's engineer and other technical and financial advisors - will work with the owner and users to define the project requirements, including output specifications and performance metrics. It is important to clearly outline the minimum standards for the private-sector partners to meet, while still giving ample opportunity for innovation.

This team of professionals continues to monitor the private-sector partner's performance, and advises the owner as the private-sector team develops the final, detailed design of the asset, then constructs, operates and maintains it.

The owner invites private-sector teams. Those teams will represent the full range of qualifications needed for the project, typically including engineering and design, construction, finance, maintenance and operations.

The owner reviews the responses and prepares a short list of teams (usually three). The invited private-sector teams return proposals, including fixed costs for design, construction, finance, maintenance and operations over the term of the contract. The owner analyses the proposals, selecting the one it believes delivers best value for money. It then executes a contract with that team.

Engineers and design professionals engaged on the private-sector team will negotiate reasonable limits on all their risks, and appropriate compensation for those risks.

One of those risks relates to pursuit costs. Each of the private-sector teams must make significant investment when developing its detailed proposal to design, build, finance, maintain and operate the asset. Many public owners have responded by agreeing to pay a design-and-bid fee to the private-sector team, to ensure they receive competitive proposals delivering greatest value for money, innovation, and efficiencies.

It is important to stress that the role of the consulting engineer working with the private sector P3 partner to design the asset is very different from the designer's role in conventional delivery models. *In traditional delivery, the designer represents the interests of the public owner. In P3s, the designer represents the interests of the private sector P3 partner.* This is why it is so important for the public owner to engage a qualified team of technical and financial advisors, including an owner's engineer.

In the end, the success of every P3 depends highly on the team that the private sector P3 partner assembles to meet its obligations to the public owner. Owners must carefully assess the qualifications of every member of that team, its compatibility with users, and the owner's internal resources that will work with the private sector over the 25-to-35-year term of the concession. Underperformance by even one party can have serious negative consequences for all other parties, and the project. ■



Photo credit: Royce Pettyjohn, 2009

Heritage infrastructure and downtown revitalization

Marvin Thomas, Heritage Conservation Branch, Ministry of Parks, Culture and Sport

HERITAGE AND GROWTH

Growth is creating unprecedented opportunities for Saskatchewan's cities, towns and villages. With rapid growth, there are also challenges. Communities across the province are experiencing increased demand for housing, commercial space, and recreational and cultural facilities. Local governments sometimes struggle to provide the infrastructure and services needed to ensure that growth leads to a higher quality of life for their residents. Historic buildings are resources that can support growth and help municipalities meet their infrastructure needs.

BENEFITS OF 'HERITAGE INFRASTRUCTURE'

The social and cultural benefits of conserving historic buildings are well known. Historic buildings reflect the vision and achievements of the people who built our communities. As links to a shared

past, they reinforce people's sense of community identity and build civic pride.

There are also more tangible benefits. Historic buildings are an excellent source of housing stock. Rehabilitating older dwellings, converting redundant institutional and commercial buildings to residential use, and developing upper-floor apartments above downtown shops can increase housing supply across all segments of the real estate market. Historic buildings are also well suited to serve as cultural and entertainment facilities, and as affordable workspace for volunteer organizations and other non-governmental organizations.

Heritage conservation is also a proven economic driver. Rehabilitating and reusing historic buildings creates jobs and business opportunities, revitalizes older commercial neighbourhoods and stimulates local economies. Giving historic buildings new life raises property values and increases the local tax base. A

community's heritage character can be an effective branding and marketing tool for attracting tourists, new residents, and new businesses.

HERITAGE AND DOWNTOWN REVITALIZATION

In February, the Ministry of Parks, Culture and Sport hosted the Heritage Forum for Municipal Officials. Over 70 delegates from more than 20 municipalities heard **Donovan Rypkema** talk about heritage conservation as an economic development tool. Rypkema is one of the world's foremost authorities on downtown revitalization and the economics of heritage conservation. Having worked with hundreds of communities around the world, he says that he is unable to cite a single example of successful, sustained downtown revitalization that didn't involve the conservation and adaptive reuse of heritage buildings.

As Rypkema explained, quality of life,

and the ability to stand out are competitive advantages in an increasingly globalized world. In a world where every place is starting to look like every other place, and capital and people are highly mobile, it will be the communities with a distinctive character and high quality of life that attract investment and talented workers. Young workers in particular gravitate to communities that have a well-developed 'cultural infrastructure,' that is, access to arts and cultural amenities; entertainment and recreational opportunities; people-friendly public spaces and lively street life; diverse, inclusive social networks; and affordable and interesting housing options.

The authenticity and strong sense of place conveyed by well-maintained heritage buildings and historic streetscapes make historic downtowns attractive places to live, work and play. Because they can offer a variety of spaces, and a wide range of rents, historic buildings are well-suited to house the diversity of businesses, services and attractions that will draw people downtown.

Relative affordability makes historic buildings especially well-suited for business startups and for artists and craftspeople looking for affordable work/display space. Specialty retailers, restaurants and bars often prefer historic buildings for their distinctive, 'funky' character.

Downtown living is another important ingredient for creating successful downtowns. According to figures presented by Rypkema, the impact of one downtown resident on the downtown economy is three to four times greater than that of one downtown worker. Historic buildings can be adapted to provide downtown housing that appeals to singles, young couples and empty nesters, and is accessible to people from different cultural and socioeconomic backgrounds, adding

to the diversity and vibrancy of downtown.

ENVIRONMENTALLY AND FISCALLY RESPONSIBLE

Rypkema also spoke about the environmental benefits of heritage conservation, and how these benefits translate into savings for local governments. Extending the life of historic buildings means less demolition waste to dispose of, lengthening the life of municipal landfills.

Revitalizing historic neighbourhoods focuses development in areas where municipal services already exist, reducing the need for costly new infrastructure. By encouraging the development of a more compact urban form, the revitalization of historic neighbourhoods also lowers the substantial lifetime costs of servicing far-flung subdivisions, while reducing the consumption of agricultural land and natural spaces.

ROLE OF LOCAL GOVERNMENT

Few assets have as much potential as historic buildings to contribute to such a broad range of community development goals. Municipal governments are well positioned to be leaders in the conservation and development of these valuable resources. There are several things a municipality can do to make the most of its heritage resources:

- Have an Official Community Plan and zoning regulations that support heritage conservation and the adaptive reuse of historic buildings.
- Compile an inventory of local historic places to provide the knowledgebase needed for good planning.
- Become familiar with conservation tools provided by *The Heritage Property Act* and other legislation.
- Provide incentives and other support to leverage private investment in heritage properties.

- Invest in public works in historic neighbourhoods and set a good example by using heritage buildings for municipal purposes.
- Ensure municipal staff has basic heritage training and access to heritage guides and manuals available from the Ministry of Parks, Culture and Sport and other sources.
- Educate the public about the benefits of heritage conservation.
- Promote and market the community's historic places.

PROVINCIAL ASSISTANCE

The Government of Saskatchewan is committed to being an active partner in the stewardship of the province's heritage resources. Provincial support for conserving designated heritage properties is provided in the form of cost-shared grants administered by the Saskatchewan Heritage Foundation. The Ministry of Parks, Culture and Sport provides heritage advisory services and administers *The Heritage Property Act*, which provides municipalities with legal tools to recognize, protect and promote their historic places. In 2011, the province announced a \$1.65 million investment in the Main Street Saskatchewan Demonstration Program. This three-year pilot program is supporting the implementation of the heritage-based Main Street Approach® to downtown revitalization in four demonstration communities. In its first year, the program leveraged \$10 of capital investment for each dollar contributed by the province.

For more information about preserving and developing your municipality's heritage resources, visit the heritage section of Ministry's website at www.pcs.gov.sk.ca/heritage or contact the Heritage Conservation Branch at 306-787-2817. ■



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Cultural infrastructure: creative path for community growth

Diane Ell, Communications Manager, SaskCulture Inc.

Photo credits clockwise from top left:

Town of Battleford

Dennis Garreck, SaskCulture

Royce Pettyjohn

Dennis Garreck, SaskCulture



Creativity can grow in isolation, but to truly thrive, it needs space in a community. Space where creative individuals and groups - whether they are visual artists, choirs, theatre or dance groups, heritage clubs or others - can come together to express ideas, to experiment and produce, to exhibit and preserve, to interpret, learn, share and move forward. These spaces, gardens for creativity and expression, make up a community's cultural infrastructure, and contribute to community growth.

Cultural infrastructure takes in a wide range of facilities. According to **Ian Dang** and **Nancy Duxbury's** report, *Planning for Cultural Infrastructure on a Municipal or Regional Scale*, six types exist and include:

- single-purpose facilities, such as a

gallery, theatre or museum;

- multi-discipline centres, such as a community arts or cultural centre;
- multi-purpose community centres, where one building houses different services such as a performance venue, library, daycare and/or aquatic centre;
- cultural districts, such as a protected heritage or ethno-cultural district; and
- arts and cultural incubators, that serve several related cultural activities as diverse as offices for cultural groups, rehearsal spaces, box office facilities, design studios, performance venues and more.

Cultural infrastructure also includes the intangible structures of organizations and systems tying the arts and culture sector together in a community, in the

province, and across the country.

Municipal and regional planners are increasingly interested in developing or maintaining one or more of these types of spaces to help build vibrant creative communities that meet the aspirations of their residents. These planners recognize the key factors that make cultural infrastructure a 'must have' for communities.

First and foremost, the development of cultural infrastructure often inspires community identity and creates a sense of place. A cultural space in a community can revive interest in a community's heritage, generating interest and intrigue in its stories and past. This shared heritage enables people to see potential and community pride. In 2009, the Town of Battleford began the process of restoring

their historic 1912 Town Hall/Opera House. During its consultation period, community residents were invited to see the inside of the performance space. "Many people had never seen the inside of the building before," explains **Dean Bauche**, community consultant. "They were amazed at the potential!"

The architectural detail and performance attributes of the 100-year-old-plus building tell the story of how arts and culture were key elements of the community's history.

Secondly, cultural infrastructure often contributes to social cohesion, individual well-being and quality of life. Community leaders often band together to build cultural infrastructure to ensure there is space for their creative pursuits. Besides creating places where residents can meet, connect and be part of community, these projects usually promote inclusion, volunteerism and an increased flow of social capital.

Many volunteer hours were spent restoring the Eaton Catalogue House in Eatonville as a museum and tribute to their community. Similarly, in Moose Jaw, cultural community and municipal leaders rallied to rebuild the Mae Wilson Theatre as part of a centrally located cultural centre.

Sometimes it's private citizens that see that need, such as the establishment of the Rural Routes Gallery in Harris, which has built community support by not only renovating an old church, but providing the community with a meeting space, restaurant, and a space for art exhibits, performances and workshops.

The reclamation and reuse of historic buildings often leads to the discussion and development of cultural infrastructure. The historic Leader Building in Regina is now home to the Creative City Centre, which houses a range of arts organizations. The Station Arts Centre in Rosthern - once a CN Railway Station, now featuring an art gallery, theatre and tea room - has become a hub for culture in the community, fostering community engagement in many aspects of arts and culture.

As well, the Main Street Program, supported by the provincial government, is also aimed at merging the interests of business and cultural infrastructure. Tying business development to a community's cultural heritage involves creating a 'sense of place,' which engages residents, creates new ideas

for investment and generates all kinds of tourism opportunities.

Wolesley, Indian Head, and Maple Creek are just a few of the communities working together on Main Street initiatives designed to utilize the cultural heritage of their area in forward thinking community planning and design. According to **Ed Attridge**, co-ordinator for Wolseley Main Street Revitalization, "The community reaction has been enthusiastic and widespread," and includes positive feedback from the schools, businesses, the art community, and the general public. These Main Street communities

have also embarked on cultural planning projects supported through SaskCulture's Municipal Cultural Engagement and Planning Grant.

By exploring cultural assets and infrastructure, communities often find opportunities to build community cohesion or investigate economic opportunities. SaskCulture offers funding programs designed to help community leaders explore their options, including the Municipal Cultural Engagement and Planning Grant, and the Capacity Building Grant. Visit www.saskculture.sk.ca for more details. ■

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Building healthy, happy communities

Saskatchewan *in motion*

What makes Saskatchewan communities such great places to live, learn, work and play? Although each municipality is unique, investing in parks, playgrounds, and other recreation facilities and infrastructure is a good start. Active volunteers, service clubs, sports leagues, school community councils and local governments have all helped to create opportunities for recreation, play and physical activity.

Along with their role of providing recreation facilities and programs, local governments can develop policies and priorities within an official community plan to ensure development of walkable neighborhoods. Increasing opportunities for daily physical activity is the mission of the Saskatchewan *in motion* movement, and municipalities are critical to achieving our goal that the people of Saskatchewan will be the healthiest, most physically active in Canada.

Saskatchewan *in motion* communities are taking action to get kids back outside

playing, cycling, walking and just having fun. Your community can become a healthier, more active place to live, learn, work and play by investing in infrastructure that encourages and allows for daily physical activity. Communities like Yorkton, Weyburn, Moose Jaw, Swift Current, and Craven have participated in the *in motion* movement for many years. They have developed parks, playgrounds, pathways, athletic fields, and spray parks, leading to more physically active kids.

As *in motion* Community Task Force Chair, Councillor **Randy Goulden** knows the challenges urban governments face. Though she knows they are up against aging infrastructure, and limited available funding, Randy is quick to stress the importance of keeping kids active.

"It is up each of us to ensure that kids have places to play, ride their bikes, have fun, and toboggan or skate at the outdoor rink till their toes are almost freezing," she says. "Being able to do all these things is what makes Saskatchewan special."

Parents, teachers and communities are all responsible getting the kids they care about access to daily physical activity. According to a 2012 Active Healthy Kids Canada report, "(s)upporting and encouraging opportunities for safe, free, unstructured play may be one of the most promising, accessible and cost-effective solutions to increasing child and youth physical activity in Canada. Given the choice, 74 per cent of Canadian kids in Grades 4 to 6 would choose to do something active after school, with 31 per cent choosing to play with their friends at the playground."

Kids can go play at playgrounds and parks, on multi-purpose pathways and athletic fields anytime, for free. Active, unstructured play gives kids a chance to challenge themselves, learn how to share, and develop social skills. Playground equipment lets kids explore without being coached on how to climb, slide or swing. At the playground, kids can practice new skills over and over again.

Active Healthy Kids Canada points out that kids spend too much time in front of a screen rather than playing outside. Our kids need exciting, challenging, unique and fun playgrounds to compete with the technology. Municipalities, schools and parents need to collaborate with kids to make sure the playground equipment not only meets all current safety standards, but is also inviting, attractive and has variety to engage kids in hours of play.

Physical activity can be built into our daily routine if we can choose to walk to school or park, to work or to shops. The built environment in a neighbourhood can have an impact on the health of its residents. Neighbourhoods that include adequate sidewalks, designated bike lanes or multi-purpose pathways encourage people to walk or cycle to their destinations using active transportation. Investing in infrastructure that allows for active transportation is a win-win scenario. Saskatchewan *in motion* supports active choices such as leaving the car at home and walking, cycling, or skateboarding to where you need to go. Creating active and safe routes for kids to walk to school is an easy way to add thousands of steps and dozens of minutes of physical activity

every weekday. The decision to invest in active transportation has benefits for the entire community and each individual who chooses to leave the car at home.

But supporting active communities isn't just about providing information and support. At the SUMA convention, *in motion* launched the 2013 Community Challenge, which offered \$10,000 to the community that tracked the most minutes of physical activity. Between March 1 and 15, we saw 2,444,538 minutes of physical activity registered in communities across Canada – and even down in Rockwell, Texas. That is 40,742 hours of activity. What an amazing level of participation!

Ultimately, the village of Caronport emerged victorious, logging 499,185 minutes of physical activity. According to Heidi M. Soggie, community challenge organizer in Caronport, "(t)he \$10,000 will go towards building a community trail around the perimeter of the community for families to use year round, for activities including walking, running, cycling and skiing."

The new multi-purpose trail, with exercise stations and rest areas will provide a new opportunity for people to stay active every day. Caronport leaders know that developing outdoor amenities that allow for

unstructured, spontaneous activity makes it easy for people to be active.

Dalmeny kept the challenge exciting and came in a very close second with 468,710 minutes. Five communities had more than 100,000 minutes: Cudworth, Quill Lake, Gull Lake, Spiritwood and Bienfait.

Even though only one project will be funded through the Community Challenge, many communities will continue to work and find a way to get new playground equipment, create a spray pad, upgrade an athletic field or build an outdoor pool.

The *in motion* Community Challenge was designed to get communities working together to make a positive difference and make physical activity the easy choice for children and youth. Mission accomplished! Even after the challenge was over, communities continued programs that were created during the 15-day challenge.

If your community hasn't already joined the *in motion* movement, we invite you to join now. By creating a community vision and taking action to invest in infrastructure that supports increased options for physical activity, together we will create a healthier, happier, more active province.

To get more information about the *in motion* movement, visit our website www.saskatchewaninmotion.ca. ■



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HARVESTING RAIN to protect infrastructure

Tiffany Wolf, SUMA

We've seen plenty of water around the province already in 2013. After a long winter that led to threats of flooding all over the province, the next challenge may revolve around rain. Rain can bring a sudden influx of water, putting pressure on your infrastructure. When water runs off land, it can overwhelm the sewer system, allowing untreated water to flow into nearby bodies of water. Now is as good a time as any to examine what urban governments can do to relieve the pressure on their infrastructure.

RAINWATER HARVESTING

The basic idea of rainwater harvesting to protect infrastructure is that you keep the water from running off land in the first place. The collection of rainwater to use

in our homes is not new. Cisterns can still be found in older homes, and rain barrels are once again popular with homeowners. It also has the advantage of saving money for both ratepayers and urban governments, because treated drinking water need not be used to water gardens and yards.

DIVERTING WATER WITH RAIN BARRELS

Rainwater harvesting doesn't need to be as complex as building a system into homes. It can be as simple as collecting water flowing through downspouts into a rain barrel. These systems are available at home improvement stores, and do-it-yourself options abound.

The idea is often sold to individuals, but the implications on infrastructure

can be seen in a study conducted by the Insurance Bureau of Canada (IBC) in Ontario from 2009 to 2011. The IBC did a pilot test with rain barrels going to nearly 1,000 households in Wingham, Ontario. They were more interested in the insurance claims related to "sewer backup, urban flooding and water damage," but the study showed that there are benefits for infrastructure as well.

In an interview with Prince Edward Island's newspaper *The Guardian*, **Bill Adams**, regional vice-president of IBC, said rain barrels "are tried and tested but when re-imagined and put to work on a large scale, they can have a significant impact on property and infrastructure by diverting (water) at peak times when the infrastructure is tasked to its limit."

Though the study did run into issues with installation and proper use of the rain barrels, the solutions were simple – install a drain valve on the barrels, allowing the water to be released slowly into the soil, without the homeowner having to do anything. However, that's assuming residents won't drain the water on their own, likely to water their gardens or yards.

In Wingham, they saw a drop in water flow at the water sewage treatment plant – 26 per cent in 2009, and another five per cent in 2010. They also saw a drop in sewage overflows, though they can't tie that reduction to the use of rain barrels.

The report also notes that aging infrastructure can't deal with the levels of rain we now see more often: "In many communities across the country, the municipal storm and sanitary sewer infrastructure is aging or was not designed for current conditions and can no longer cope with the increased frequency of intense rain."

However, Wingham is not the only municipality getting into the rain barrel game to preserve infrastructure. The Federation of Canadian Municipalities (FCM) encourages municipalities to sell rain barrels at a reduced cost – possibly as part of an awareness program on water conservation. In fact, the City of Saskatoon is cited by the FCM as an example of leading the way with rain barrels, not just to save infrastructure, but to reduce greenhouse gas emissions. They note that more than 1,500 barrels sold by the city in 2010 could "reduce annual (greenhouse gas) emissions by 94 tonnes and reduce energy costs at the water plants."

One of the best things about endorsing rainwater collection in your community is that the benefits are clear for ratepayers. The cities of Calgary and Toronto are encouraging their residents to use rain barrels, emphasizing the savings on their water bills, and other benefits.

Rainwater harvesting is a win-win situation for urban governments, ratepayers, and the environment. If you want to read more about it, check out some of these pieces, used as sources for this article:

The Wingham Rain Barrel Study
http://www.abc.ca/en/Natural_Disasters/documents/Barrel/RainBarrelPilot-Report.pdf

The Guardian: Stratford gets rain barrels for pilot project
<http://www.theguardian.pe.ca/News/Local/2012-09-07/article-3069996/Stratford-gets-rain-barrels-for-pilot-project/1>

CMHC – Rainwater Harvesting
<http://www.cmhc-schl.gc.ca/en/corp/nero/retousar/2012/2012-09-13.cfm>

City of Calgary website: YardSmart – Rain barrels
<http://www.calgary.ca/UEP/Water/Pages/Water-conservation/Lawn-and-garden/Water-wise-gardening-and-plants/RainBarrel.aspx>

FCM Partners for Climate Protection: Creating a change in climate through local action
http://www.fcm.ca/Documents/tools/PCP/PCP_creating_a_change_in_climate_through_local_action_EN.pdf ■

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Humboldt hosts hot topic Municipal Infrastructure Conference

Jennifer Brooks, City of Humboldt

On April 24 and 25, Humboldt successfully hosted the Municipal Infrastructure Conference, the first-ever provincial conference dedicated to municipal infrastructure issues affecting communities with populations of 40,000 or less.

The focus of the conference grew out of the intent to bring information, best practices and networking opportunities to smaller cities, towns, villages and rural municipalities who face the same infrastructure challenges as their larger counterparts.

Bringing together more than 200 municipal, industry and government delegates, the conference brought presentations and best practice ideas forward on topics like asset management, financial and long-term planning, growth, renewal, inter-municipal cooperation and innovation. Special guests such as the Honourable **Jim Reiter**, Minister of Government Relations; and **Keith Comstock**, Assistant Deputy Minister joined other notable representatives, including SUMA President **Debra Button**, and **David Marit**, SARM President.

Presentations by **Casey Vander Ploeg** of the Canada West Foundation, **Eric Anderson** of Prosperity Saskatchewan, and **John Lee**, former President of Communities of Tomorrow outlined why Saskatchewan is poised on the edge of substantial growth,

and highlighted the need for unique solutions to meet the province's infrastructure challenges. Panel discussions on asset management and innovative infrastructure examples rounded out the conference.

Mayor **Malcolm Eaton**, City of Humboldt, chaired the 2013 Municipal Infrastructure Conference Steering Committee. Steering Committee members included Reeve **Bruce Elke**, R.M. Prairie Rose #309; Mayor **Michael Saretsky**, Town of Watson; **DonnaLyn Thorsteinson**, Executive Director, Humboldt & District Chamber of Commerce; **Joni Mack**, Administrator, R.M. Prairie Rose #309/Village of Jansen; and **Jennifer Brooks**, Director of Communications & Community Development, City of Humboldt. Project management services were provided by Sagehill Community Futures Development Corporation. ■



Humboldt Mayor Malcolm Eaton and the Hon. Jim Reiter, Minister of Government Relations



The Municipal Infrastructure Conference attracted an interested, committed audience.



Mayors Malcolm Eaton (Humboldt) and Jeff Mulligan (Lloydminster) at the proceedings

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SASKATCHEWAN CRIME STOPPERS

CRIME STOPPERS - INCIDENTS

CHURCHBRIDGE, SK

Esterhazy/Langenburg RCMP reported that sometime between Friday evening and Saturday morning of February 15-16, a 2007 Arctic Cat Snowmobile (orange in color) was taken from a residence in Churchbridge Saskatchewan.

During the early morning hours (2:00 a.m - 4:00 a.m) of January 19, 2013, unknown persons committed the offence of theft and mischief by damaging a few stop signs and outright stealing some other stop signs as well. This criminal activity occurred in the RM of Moose Creek, just north of Alameda. A witness, who observed the culprits in the act, described the vehicle they were driving as a 1999-2006 red GMC either extended cab or four-door truck. The witness further stated the truck involved was 'larger' and had fairly big tires on it.

WHITE CITY, SK

During the evening of March 12 until the early morning hours of March 13, suspects entered the work site of the new RCMP detachment being built in the community of White City, SK, and painted black graffiti on the south exterior wall of the new detachment. Above that wall,

one of the detachment windows was also broken. A second wall, this one on the east side, was also spray painted with graffiti. The main detachment sign was also broken. Damage estimates have not been confirmed, but are expected to be more than \$2,000.

YORKTON, SK

The Yorkton City RCMP and Crime Stoppers are seeking assistance from the public in solving the theft of a large amount of building material. Between January 15 and January 22, unknown person(s) stole numerous sheets of 5/8" OSB plywood from a work site located on 7th Avenue North in Yorkton.

NORTH OF PRINCE ALBERT, SK

On April 16, 2012 two suspects gained entry through a door to a business north of Prince Albert. Stolen from inside was an ATM. The suspects loaded the ATM into a 2009-2011 white Chevy Express cargo van with the back windows wood or metal covered and left the scene heading west on Red Wing Terrace Rd. Suspects are described as male, 5'6" – 5'10", medium build, black running shoes and male, 5'9" – 6'2", medium build, black running shoes.

SASKATOON, SK

The RCMP is looking for assistance from the public in solving a recent crime. Saskatoon RCMP received a complaint of theft from a local business. The crime had occurred sometime between November 10 and November 12, 2012 in the Saskatoon area. The business had approximately \$60,000 - \$100,000 worth of power cables, spools of wire and other items stolen. Police believe the items were stolen were for the re-sale of copper, which would be found inside of the stolen wire. Police say 150ft 10X4 sow cable, 160ft 8X4 sow cable and 500ft-8in wire were among some of the items stolen. ■





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- SAMA staff are available for council meetings and open houses in your municipality. Contact your local SAMA office to schedule a meeting time.
- SAMA is continually working to improve our customer service. By submitting requests for maintenance on an ongoing basis, our municipal customers can help to improve the overall timeliness of maintenance delivery. For more information please visit our website and follow the "Forms" link under the "For Municipalities" heading.
- For more information on SAMA, or Saskatchewan's assessment system, or to view individual property assessments on SAMAView, please visit our website at www.sama.sk.ca.

Contact SAMA by phone at: 1-800-667-7262,
or by email: info.request@sama.sk.ca.

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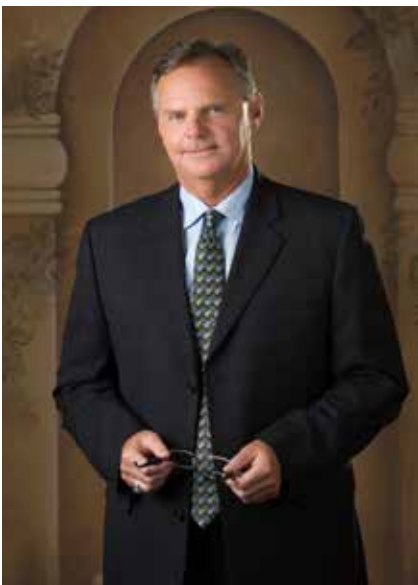
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A SASKATCHEWAN SOLUTION WITH SUNCORP VALUATIONS

Tom Gardiner is justly proud of his Saskatoon-based valuation company, Suncorp Valuations. The company came into existence in 1984 out of his father's parent company – Sunalta Appraisals, which was founded in the early 60s. Suncorp was founded in Edmonton and Tom and his wife Peggy brought the firm and its three-person staff into Saskatoon (now corporate headquarters) in 1984. Suncorp also has offices in Vancouver, BC; Edmonton, AB; Toronto, ON; Seattle, WA; Milwaukee, WI; Atlanta, GA; and Philadelphia, PA. There are nearly 100 staff members across the eight offices, and 42 of the employees are based in the Saskatoon head office.



Tom grew up in the appraisal business and after studying at the University of Alberta he signed on with the family appraisal business, specializing in the appraisal of municipal and education assets for insurance placement and property accounting purposes. Tom attained the highest designation – Accredited Senior Appraiser of the American Society of Appraisers (ASA) in Machinery and Equipment Technical Specialties several years ago.

BUSINESS PHILOSOPHY

When Tom was putting plans together for his new company, he harkened back to lessons he had learned on the gridiron after playing almost five years of junior football with the Edmonton Huskies. "That was a very important time in my life," Tom says. "The hard work, teamwork and laying your heart and soul on the line for the common good were imprinted on me forever. When I was thinking of a mantra for the company, I related back to my Huskies experience and came up with *DDH* – which stands for 'DEDICATION,

DETERMINATION & HARD WORK.' It was how the Huskies approached preparing for football games and it's how everyone at Suncorp approaches the daily challenges of our business."

A proponent of business planning from strategic plans to business unit plans, Suncorp Valuations boasts a strategic plan, and Tom works with his management team on a weekly basis to monitor progress on one-, three- and five-year goals. "I am pleased that we have been able to grow the company from just a handful of staff to the nearly 100 and counting today," he says. "Following our strategic plan, and mission, vision and value statement has allowed us to become a world-wide leader in the appraisal profession while maintaining our strong western Canadian Prairie roots."

Tom says the company relies on three pillars – professionalism, technology and marketing – and having a deep organization rather than the smaller appraisal and valuation operations typical in the industry.

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"Over the last several years we have developed a specific appraisal program for SUMA members that will assist them with risk management and insurance placement at preferred rates."



A FULL SERVICE FIRM

According to Tom, "Being a full service firm (i.e., we can provide service and appropriate accreditation for a variety of requirements in valuing any tangible and intangible property) and based in Saskatchewan, we are cognizant of regional trends. From an insurance perspective this is very important as construction costs in the province have experienced hyperinflation since 2006. Accordingly, we can be an integral part of a municipal risk management program in order to assist our clients in the overpayment of insurance premiums or being under-insured, and thus exposed, in the event of a significant loss."

He adds, "We can certainly point to references as testimony to the value of our service and, unfortunately, provide examples of where a valuation prior to a loss would have best served the municipality. Given the geography of this province and the varied access to emergency services, it is vital to understand the scope/magnitude and value of your asset base. Our upcoming article entitled 'How are you determining your municipality's insurable values?,' appearing in the fall issue of *Urban Voice*, will shed more detail on our services."

Unlike Suncorp, most appraisal firms are single discipline with limited staff, and don't have a full-time marketing group, a

full IT/accounting/administration group, and a full time appraisal group. Suncorp has all of these assets and follows the mantra: *do what you do best*. Tom says, "You will always be able to reach someone at our firm; we want to exemplify our mission, vision, values and mission statement – that is:

Suncorp will be the name individuals worldwide will think of when they require appraisal and advisory services.

Providing professional services to assist our clients in making reliable, informed, credible business decisions."

Suncorp Valuations is the only international appraisal company in Saskatchewan (locally owned and operated) completing assignments around the world for a variety of clientele who carefully vet their service providers for quality, assurance provision, and dependability. Suncorp's SUMA clients can rest assured that their appraisal services are being handled by a credible, professional organization.

SERVICING SUMA MEMBERS NOW AND IN THE FUTURE

Suncorp Valuations has provided insurance, market value and, most recently, PSAB 3150 accounting related services to a good number of SUMA member municipalities (see sidebar). According to Tom, "A majority of these clients take advantage of our annual revision contract service and thus have continued to be clients of ours since completing our first valuation for them back in 1984."

"We are excited and eager to expand our relationship with the SUMA members," Tom enthuses. "Over the last several years we have developed a specific appraisal program for SUMA members that will assist them with risk management and insurance placement at preferred rates."

He concludes, "We will be embarking on plan to have face to face meetings with as many SUMA members as possible over the coming months to personally present our services (insurance appraisal, property records for PSAB 3150 and other loss-control features) and the benefits that can accrue with a prudent appraisal program in the SUMA framework." ■

SASKATCHEWAN MUNICIPALITIES USING SUNCORP VALUATIONS SERVICES:

City of Estevan
City of Martensville
City of Melfort
City of Melville
City of North Battleford
City of Prince Albert
City of Regina
City of Saskatoon
City of Swift Current
City of Weyburn

Town of Assiniboia
Town of Battleford
Town of Biggar
Town of Carlyle
Town of Carnduff
Town of Dalmeny
Town of Davidson
Town of Eston
Town of Fort Qu'Appelle
Town of Hudson Bay
Town of Indian Head
Town of Kindersley
Town of Kipling
Town of Kyle
Town of Langham
Town of Macklin
Town of Meadow Lake
Town of Nipawin
Town of Outlook
Town of Porcupine Plains
Town of Radville
Town of Spiritwood
Town of Tisdale
Town of Unity
Town of Wadena
Town of Wakaw
Town of Watrous
Town of White City
Town of Wynyard

Village of Beauval
Village of Buffalo Narrows
Village of Fillmore
Village of Hodgeville
Village of La Loche
Village of Vanscoy

Northern Village of Ile-a-la-Crosse

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.kellnsolar.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

FINANCIAL

Borrowing & Financing	BMO Bank of Montreal	Contact nearest branch location	www.bmo.ca
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25th **Annual SUMA** **Golf Tournament**

July 11-12, 2013

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Golf & Country Club,
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Catterall and Wright Consulting Engineers	20	306-343-7280	www.cwce.ca
Chatterson Janitorial Supplies Ltd.	18	800-667-8178	www.chatterson.com
Consulting Engineers of Saskatchewan	11	306-359-3338	www.ces.sk.ca
Community Initiatives Fund	35	306-780-9308	www.cifsask.org
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Heritage Saskatchewan	29	306-780-9191	www.heritagesask.ca
Highline Manufacturing	40	800-665-2010	www.highlinemfg.com
John Meunier Inc.	4	888-638-6437	www.johnmeunier.com
Mountainview Systems	31	877-244-5434	www.mvs.ca
MPE Engineering Ltd.	10,15	866-329-3442	www.mpe.ca
Pounder Emulsions	39	306-934-1500	www.huskyenergy.com
Prairie Wild Consulting	10	306-653-2385	www.prairiewildconsulting.ca
Reclaimasphalt.com	13	866-754-0848	www.reclaimasphalt.com
Saskatchewan Assessment Management Agency	39	800-667-7262	www.sama.sk.ca
Saskatchewan Association for Resource Recovery	9	877-645-7275	www.usedoilrecyclingsk.com
Saskatchewan Heavy Construction Association	17	306-586-1805	www.saskheavy.ca
Saskatchewan Heritage Foundation	18	306-787-2105	www.pcs.gov.sk.ca/shf
Saskatchewan In Motion	6	306-780-9248	www.saskatchewaninmotion.ca
Saskatchewan Workers Compensation Board	23	800-667-7590	www.wcbsask.com
SaskCulture	36	866-476-6830	www.saskculture.sk.ca
SaskEnergy	19	800-5678899	www.saskenergy.com
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	17	306-525-0548	www.signalindustries.ca
Western Municipal Tax Solutions	17	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.

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In spring, crews sandbag areas vulnerable to excess spring run-off, including at-risk residences and city property.

Keeping communities safe

Throughout Saskatchewan, CUPE members provide services that keep communities safe all year round.

City workers sandbag to prepare for spring run-off, fix potholes, repaint lines on roads and clean the streets. They also repair roads and sidewalks, maintain traffic lights, and keep city equipment in good running order. In winter they clear snow and keep roads safe.

Municipal workers clean and maintain parks and green spaces – irrigating parks to keep them green, clearing weeds, and controlling pests. They provide recreational



services in community and recreation centres, maintain ice arenas and outdoor rinks so that families can enjoy recreation and fitness.

Services like clean drinking water, garbage removal, wastewater treatment, water main and sewer line repairs

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