

VOLUME 19 NUMBER 1 | SPRING 2014

URBAN*Voice*

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION



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Municipal Award Winners • Convention Recap



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BEING PREPARED FOR EMERGENCIES IS IN EVERYONE'S BEST INTERESTS

Mayor Debra Button, President

Human beings have an amazing ability to hope for the best, but it often leads us to some foolish choices. We know that emergencies happen, and some of them even happen regularly. Winter storms, spring with its accompanying runoff, and tornado season are all yearly occurrences, yet many of us are ill prepared when they happen.

Being prepared means carving out the time, energy, and resources to make sure our municipalities – and the people living in them – are as ready as they can be for emergencies. It means saving valuable time in the midst of a crisis in your community. And it means being realistic about what could happen, and what your municipality can do when it does.

No two urban municipalities are exactly the same, but we can all learn lessons from one another. As you read this edition of Urban Voice, look at what others have done, and see what you can take from their experience. You may face a completely

different kind of emergency, in a completely different area of the province, in a much larger or smaller municipality, but the lessons are there for the taking.

Learning and researching are great first steps, but don't let them lull you into a false sense of security. Tomorrow turns into today more quickly than we realize. Make sure you take those ideas, and translate them into a real, concrete plan, and ensure everyone who might need it knows where to find it.

But it doesn't end with a prepared emergency plan (or even a series of plans). You need to make sure you review them regularly. Our circumstances change rapidly, and we learn from our own experiences as well. You may execute the plan and find the things that it's missing, or you may see things from a different perspective now than you did when you prepared the plan. In any case, make sure your plan is appropriate for what might happen tomorrow. It's in everyone's best interests. ■

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Frost boil occurs when fine soils wick moisture into the roadbed from below, or when the roadbed becomes saturated by standing ditch water. Deep freeze temperatures penetrating deep into the roadbed then cause an "ice lens" in the saturated roadbed material. When this melts in late spring or early summer it results in road-damaging frost boil.

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materials by creating a "mat" of interlocking rubber, consolidating the sub-grade.

"Municipal councilors work hard to get the best tax dollar value for their neighbours, and Resolute Rubber has the material and expertise to cut costs in frost damage repair," says CEO Peter Schroedter.

Resolute Rubber has a proven track record backed up by engineering reports generated from TDA placements across Canada and the northern US. Recently licensed by the Saskatchewan Scrap Tire Corporation to recycle off-the-road tires in this province, Resolute Rubber has been providing solutions to municipal and industrial problems using repurposed off-the-road rubber for 15 years in Manitoba. Resolute Rubber is a one-stop shop providing everything from site evaluations and engineering to project management and material hauling and placement supervision.

For specs and info about Resolute Rubber products, including TDA, snow plow blades and snow pushers, water troughs and mining tire watering systems, visit www.resoluterubber.com or contact Christian Schroedter at (306) 641-9794.

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THE IMPORTANCE OF BEING PREPARED

Laurent Mougeot, Chief Executive Officer

Emergency preparedness. These two words, side by side, usually trigger significant stress among CAOs and council members. After all, local governments mostly focus on immediate priorities such as providing good essential services and quality of life opportunities. So the exercise of scrutinizing the dark well of the unknown (and terrifying) is not necessarily on the list of fun things to do. But it is essential. It is also the law.

Last summer, a few weeks after the Lac Mégantic derailment, I was invited to visit that community. Beside my admiration for the resilience of the residents and their elected officials, I left with marked memories of the incredible challenges communities may face in light of these disasters. My international work and travels had already taken me to the scenes of numerous natural disasters: Hurricane Gilbert in Jamaica, Hurricane Katrina in New Orleans, the tsunami in Sri Lanka, and more recently the massive earthquake in Haiti. But Lac Mégantic was my first exposure to a man-made disaster of this magnitude.

I was also a visiting instructor at the Canadian Emergency Management College for more than 10 years and I must admit that nothing can ever prepare one enough to understand the scope of such events. Our communities, as well-designed and -engineered as they are, are no match for the forces of nature or the heat generated by explosive dangerous goods.

If you don't have waterways near your community, remember that ice storms and windstorms can create havoc anywhere, and that you are not immune to natural disasters. If you think you are safe because you don't have a railway going through your community, take a look at the semis driving through, or keep an eye on the sky! Other potential man-made disasters may always strike regardless of where you are. Search the web for "Swissair flight 111" and read how close the small town



of 600 people came to being obliterated by this horrific accident. Yet, having avoided the worst, Peggy's Cove had to get into emergency-management mode to manage a population that went up almost four-fold overnight.

In our small communities, mutual aid is an integral part of your emergency management response. Meet with your neighbouring council members; get your fire departments together. Make an inventory of your likely risks, and plan for different scenarios. In most instances you will need to evacuate some areas, so why not have prepared messages to speed up the process? Tell residents what to pack, how to secure their homes, and where they can meet safely in an emergency. Know which equipment is accessible in your areas, and who to contact to get it. Mostly, get your community leaders and your employees familiar with the different response scenarios.

Until the Canadian emergency management college closed two years ago, municipalities had access to a training

facility that offered a standard protocol around the command structure required to manage emergencies. One could literally have a public works official from Halifax team up with a mayor from Maple Creek and a fire chief from Fort Nelson, and they would quickly morph into a solid and effective squad. Now that this resource is gone, it has become even more essential for municipalities to dedicate their own time and resources to carry on training activities. Training opportunities should include launching the emergency operation center (EOC) and playing out tabletop scenarios to learn how to communicate effectively and spot weaknesses in your systems. A common mistake: you will need more than just first responders; you will have to deal with public inquiries, media inquiries and scrums, and EOC operations that may carry on for days.

In Saskatchewan, there is a great association in place to get you started and that offers ongoing training. Join the Saskatchewan Emergency Planners Association at SEPA.ca today. ■



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Presenting: Saskatchewan Municipal Awards

Tiffany Wolf, SUMA

We've wrapped up another year of Saskatchewan Municipal Awards. The program is a partnership between the Saskatchewan Association of Rural Municipalities (SARM), Saskatchewan Urban Municipalities Association (SUMA), the Rural Municipal Administrators Association (RMAA), the Urban Municipal Administrators Association of Saskatchewan (UMAAS), the Saskatchewan Association of Northern Communities, and the provincial ministry of Government Relations.

This is the seventh time we've given out the Saskatchewan Municipal Awards, and the first time we've presented them at SARM and SUMA conventions. It is a wonderful opportunity to celebrate the innovation and excellence in Saskatchewan municipalities, surrounded by colleagues and peers.

This year, the awards program received 18 nominations representing 46 municipalities, which must have made for a big job for the selection committee. For the seventh Saskatchewan Municipal Awards, the selection committee was made up of:

- Murray Mandryk, political columnist for the Regina Leader-Post;
- Holly Hetherington, Vice President at Aplin Executive;
- Bob Linner, former city manager for the City of Regina; and
- Jim Angus, the administrator for the RM of Harris.

Thank you to the entire committee for their work celebrating local governments in Saskatchewan.

It's very exciting to see the excellent work that happens in municipalities all around the province, and the SMAs were a great chance to celebrate those municipalities who are going the extra mile. Everyone benefits when municipalities do well, so we offer inspiration in the form of the winning projects. Maybe you can turn that inspiration into innovation in your own municipality, and it could be your project on these pages next year!

First Place



Second Place



Third Place



Regional Cooperation



wards Winners

First Place:

Harvest for Hunger (Towns and RMs of Churchbridge and Langenburg)

A one-day event coordinated by more than 400 volunteers, attended by roughly 6,500 people, and which raised \$40,000 for the Canadian Foodgrains Bank while raising awareness about the ongoing issue of global hunger.

Second Place:

Anti-Bullying Bylaw (Town of Eston)

An anti-bullying bylaw that can be used by the town, school, and local RCMP to educate, raise awareness, prevent bullying, and create concrete enforcement tools.

Third Place:

Logan Green Water Management System (City of Yorkton)

An innovative, environmentally friendly, and cost-effective new water treatment plant that created 210 acres of green space while ensuring a 25-year supply of water for the city.

Regional Cooperation:

Twin Lakes Community Planning Association (Towns of Carrot River, Choiceland, and Nipawin, Villages of Codette and White Fox, Resort Village of Tobin Lake, RMs of Moose Range, Nipawin, and Torch River)

A regional planning association that became a formal planning district, giving communities more opportunities to work together on issues of mutual interest and benefit.

You can see all the details on the winning projects, including videos with project and community leaders talking about their projects, on the SMA website at www.municipalawards.ca.

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Three lessons from this winter's storm

Dr. Satyamoorthy Kabilan, Director, National Security and Strategic Foresight, The Conference Board of Canada

Reprinted with permission from Conference Board of Canada

The recent winter storms had a significant impact on Canada, with frigid temperatures, icy conditions, and heavy snow-fall wreaking havoc from coast to coast. Unfortunately, as highlighted by the Insurance Bureau of Canada, severe weather events are becoming more frequent. There is a need to learn lessons from dealing with these extreme weather events in order to become more resilient to their effects.

Three key lessons stand out for me:

1. Volunteers are a major asset

We highlighted in a recent publication that volunteers are playing an increasingly important role in dealing with emergencies. This again proved to be the case during the recent winter storms. The Red Cross played a major role by supporting warming centres across Toronto, as well as other areas of Ontario. In New Brunswick, the Red Cross and the Salvation Army collaborated with municipal authorities and first responders to assist those who had lost power. Even individual citizens got involved in helping out their neighbours. One such story saw an Ottawa man moving his generator from home to home in a Toronto neighbourhood, helping people to run their furnaces and heat their homes over the holidays.

It is difficult for any authority to deal with a widespread emergency. Having groups and individuals who are ready and willing to help can be a tremendous asset in dealing with the effects of an emergency and in building resilience. Emergency managers need to find ways to incorporate the efforts of volunteers into their response, whether those volunteers come as part of a larger organization or as an individual who can spare a generator.

2. Mutual aid is a major tool for building resilience

One of the key lessons drawn from the Lac-Mégantic disaster was the power of mutual aid. The ability to draw specialist skills and equipment from neighbouring regions is an important factor in building resilience. In Toronto, repair crews from Hamilton, Brockville, and even as far away as Manitoba bolstered the efforts of Toronto Hydro to restore power to affected parts of the city. In New Brunswick, additional workers from Nova Scotia and Prince Edward Island augmented the workforce from NB Power and strengthened recovery efforts.

In a world of fiscal restraint, building strong mutual aid relationships offers a cost-effective option for boosting resilience.



3. Communication in the absence of electricity

One of the biggest challenges during these severe storms was often: How do you carry out mass communication with a public that is literally in the dark? Blackouts meant that reaching the public by television was no longer an option. Cell phone towers and Internet routers also require electricity. And how many people still have access to a battery-powered radio? Although it is a common assumption that it has become easier to connect and communicate in the digital age, this is heavily dependent on electricity.

In an emergency, it is crucial to maintain contact with the public and to be able to provide them with guidance and up-to-date information. We need to look at how we provide mass communication when the power goes out, especially to a generation that has become highly dependent on the Internet. As mentioned earlier, if the frequency of severe weather events is increasing, we need to develop effective mass communications strategies that can cope with a widespread loss of power.

We need to look at how we can increase our resilience in the face of more frequent and more severe weather events. From the floods in Alberta to the recent winter storms, it is evident that weather conditions will continue to be a major factor in emergency management. As illustrated by the lessons above, building resilience is not necessarily about spending more money. There are other options to increase resilience through better use of the resources around us. •

The Conference Board's Council on Emergency Management (CEMT) is planning to host a one-day workshop in Regina in June 2014, exploring some of the key emerging trends in emergency management today. Full details will be available on its website: <http://www.conferenceboard.ca/networks/cemt/>



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Disaster assistance – where do you go for help?

Terry Ross, Managing Editor

Disasters often strike with little warning. A winter of heavy snow atop a saturated ground allows forecasters to predict spring flooding weeks in advance, but events such as flash floods, forest fires, tornados and earthquakes (did you know a 3.3 magnitude earthquake happened just east of Esterhazy in 2012?) can arise at any time.

Municipal officials are on the firing line in these trying times as citizens look to them for leadership and assistance in providing them with the basics of life. Fortunately these officials are not alone in times of disaster. A handful of organizations and government departments are there to help, including the Ministry of Government Relations' Emergency Management and Fire Safety Branch (EMFS), the Canadian Red Cross, and STARS (Shock Trauma Air Rescue Society).

Saskatchewan Ministry of Government Relations Emergency Management & Fire Safety Branch (EMFS)

Part of the Ministry of Government Relations' mandate is to promote community safety, and the Emergency Management and Fire Safety Branch (EMFS) is specifically responsible for emergency management, including both municipal support and the coordination of provincial resources during emergencies; fire safety, including investigations and data collections; overseeing the fire and building code; training, certification and support for the fire service; overseeing the Provincial Public Safety Telecommunications Network; and overseeing the provincial 911 system.

EMFS (previously Protection and Emergency Services) has four branches in the province – Estevan, Regina, Saskatoon and Prince Albert. It provides training and assistance to municipalities prior to emergencies, to ensure that they have a suitable emergency plan in place and know what to do should an emergency arise. EMFS also has some basic response capacity,

including Emergency Services Officers, rapid response teams and all-hazard equipment, that can be deployed to augment existing municipal capacity if an emergency proves too large for municipal resources.

According to a Business Information Officer for the branch, "EMFS has actively coordinated Provincial resources for more than a decade, and through countless emergencies. This has included basic on-site assistance to municipalities through our Emergency Services Officers. It was only in 2011 that all-hazard equipment and rapid response teams were developed to assist with spring flooding and other major emergencies."

He adds, "Notable emergencies with which EMFS assisted in the past few years include the Spy Hill train derailment and subsequent fire; major summer storms throughout southern Saskatchewan in 2010; numerous emergency evacuations, including Wollaston Lake & Hatchet Lake First Nation in 2011; and massive overland flooding in 2011, including the flooding of the Souris River Basin."

EMFS also play a proactive role in training municipal employees in emergency management.

How to contact:

Typically, a municipality makes first contact with EMFS when issuing, or seeking advice on issuing, a Local Emergency Declaration. That is typically done by telephone (306-787-3774), which will put you in touch with one of EMFS's emergency management personnel. This would also be the number to call, should a municipality desire emergency management training.

Canadian Red Cross

Supporting municipalities, provinces and territories

The Canadian Red Cross is part of the International Red Cross Movement – the world's largest disaster preparedness and response network. Regardless of the type or scale of a disaster, the Red Cross

can help you and your communities prepare, respond and recover. Red Cross has agreements with more than 1,000 municipalities and eight provinces and territories across Canada. The Canadian Red Cross is a registered charity and not part of the Canadian government.

Disaster preparedness

Disasters and health emergencies can strike quickly and without warning. Communities with up-to-date, comprehensive emergency plans can manage crises better and recover more quickly. The Canadian Red Cross has been engaged in disaster planning by hundreds of communities. It helps identify risks among vulnerable populations, resolve gaps, and educate your citizens to support your development of an effective emergency plan.

Disaster response

When disaster strikes, public safety is paramount. However, the response can quickly deplete a community's resources. The Canadian Red Cross works in collaboration with local authorities and other agencies to address the immediate needs of those affected. Emergency social services are delivered by volunteers and staff trained to national standards. Red Cross teams are on call 24 hours a day.

Shelter and Reception Centre Management

Authorities may open a safe and temporary location (supported by the Red Cross) during a disaster to support evacuees with the six Emergency Social Services:

- *Family reunification:* The chaos and confusion that accompany emergencies and natural disasters can separate families when they need each other most. Red Cross helps people re-establish contact with immediate family members after separation due to natural disasters and other humanitarian crises.

- **Emergency lodging:** After a disaster or emergency, safe, temporary lodging is provided to persons who cannot return home and cannot find alternate accommodations.
- **Reception and information:** The purpose of the Reception and Information Services is to greet evacuees, provide information regarding services provided within the centre, and provide access control to the facility.
- **Emergency food:** Food is provided to evacuees, emergency workers and disaster volunteers through various means that may include vouchers, meals at a shelter, or referral to another agency.
- **Emergency clothing:** The Red Cross provides evacuees access to basic clothing through various means that may include purchasing, providing vouchers or referral to other agencies.
- **Personal services:** Personal Services offers first aid, temporary care for unattended children and dependent elderly, provides or arranges for provision of material assistance, and offers emotional support to people with needs created or aggravated by a disaster.

Disaster recovery

Disasters leave long-term impacts in their wake. Government assistance programs and insurance policies address most needs. Communities can call on the Red Cross to focus on assisting those with the least capacity – those living in poverty or who are otherwise most vulnerable as a result of the disaster.

Take an important step to strengthen your emergency plan. Contact your nearest Canadian Red Cross office. You can't predict disasters, but you can be better prepared by partnering with us.

(Source: Canadian Red Cross website: www.redcross.ca)

STARS (Shock Trauma Air Rescue Society)

STARS provides helicopter air ambulance services for critically ill and injured patients. The helicopters are medically equipped with the latest technology, as well as highly trained flight nurse, flight paramedic, and two pilots. STARS brings the skill, training and technology of an emergency room directly to the patient, while rapidly transporting them to a major hospital for treatment.

STARS has been operating in Alberta since 1995. In February 2012, STARS also signed a 10-year agreement with the Government of Manitoba to provide helicopter air ambulance services in the province. In spring 2012, STARS began providing service in Saskatchewan. This includes inter-hospital transfers from small hospitals to major hospitals, as well as rapid response to highway locations, industrial work sites, and remote areas. There are bases in both Regina and Saskatoon.

In a disaster or a mass casualty incident, STARS is primarily used to provide care and transport for critically ill and injured patients. In the past, STARS has also been called upon to provide transportation of medical/ rescue equipment and resources (such as specialized medical staff, medical equipment and other rescue supplies). Additionally, STARS has provided a platform for viewing a disaster site from the air to determine the best way to get in and out of the area.

When STARS is called upon to respond in a disaster or mass casualty incident, it typically coordinated through a local disaster/emergency response-planning agency.





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STARS has been called upon to support many disaster responses in its 26-year history. It provided services in 2009 and again in 2011 in the province of Manitoba to help with flood emergency response in the province. The intent was to ensure uninterrupted ambulance response during the flood.

STARS provided evacuation services in the spring flooding of southern Alberta in 2005, including evacuating people who were stranded in a campground.

In 2000, STARS provided emergency medical response during the tornado that struck Pine Lake, Alberta. STARS had two helicopters at the scene and STARS air medical crews were involved in the treatment of numerous patients and the care and transport of 13 critically injured patients to tertiary hospitals in Edmonton and Calgary. The STARS Emergency Link Centre provided a communication link between physicians and hospital staff and emergency workers on the site.

Other disaster support has included emergency medical response for mass casualty incidents such as bus collisions and train derailments.

As a charitable, non-profit organization, STARS relies on the generosity of individuals, companies, service clubs and municipalities to support the operation. Partial funding is met through collaborative agreements with provincial governments; the remainder of the funding comes from donations.

STARS does not charge for emergency medical care and transport services. In Saskatchewan, while STARS will not be involved in billing patients directly, the current billing process the Saskatchewan Government uses for ground and air ambulance services is also used for medical helicopter services.

For more information about STARS, please email info@stars.ca and your request will be sent to the most appropriate person to respond. •

The state of emergency experience

Great emergencies and crises show us how much greater our vital resources are than we had supposed. – *William James*

Terry Ross, Managing Editor

Last October, the Town of Kindersley in west central Saskatchewan had the unenviable experience of having to declare a state of emergency due to a landfill fire that threatened a nearby residential neighbourhood. Kindersley's Chief Administration Officer **Bernie Morton** spoke to *Urban Voice* about the importance of declaring a state of emergency and the process behind it.

The emergency

On Monday, October 7 at approximately 8:30 p.m., a fire was detected at the west end of Kindersley's landfill. By 9:00 p.m., the blaze was burning white hot and threatening to get out of control.

There was a very real fear that the fire would spread to a section of the landfill containing construction materials, branches and other yard waste; and then on to another section housing combustible materials.

CAO Morton said, "It was 'touch-and-go' for a couple of hours. At the fire's worst point, flames were five stories high and there was a strong westerly breeze pushing the fire eastward in the direction of a residential neighbourhood

across the highway approximately 100 metres from the landfill."

Kindersley's volunteer fire department and other volunteers worked tirelessly to control the inferno by creating firewalls and berms, and dousing sections of the fire with water (131,000 gallons) and fire suppression foam (1,300 litres). The task was twofold: to contain the fire and then to suppress it. It soon became apparent that the Town didn't have the equipment or the manpower to accomplish this.

At 1:02 p.m., officials declared a state of emergency. Bernie Morton said by declaring a state of emergency, it allowed decisions to be made, actions to be taken, and funds to be spent to address the situation, with support provided by the province and other emergency management partners.

At 2:30 a.m. on Tuesday morning, thanks to the efforts of many and a favourable wind shift, the fire was successfully contained, although it continued to burn for days after. On Tuesday evening a "shelter in place" advisory was issued. This advisory asked citizens living within a kilometer of the blaze to remain inside and to keep

outside air contamination from entering their homes by closing windows and fireplace dampers.

Even after the fire was extinguished, there was concern about air quality as a smoky haze smelling of garbage hung over the town for a number of days. Numerous air tests were conducted to ensure that citizens were in no danger.

Eventually, the air cleared. At 1:30 p.m. at a special meeting of Council on Friday, October 11, the state of emergency was officially lifted.

Steps to declaring a state of emergency

According to Bernie Morton, a state of emergency is a valuable tool for local governments facing an emergency situation. "Often, smaller municipalities simply don't have the resources to combat an emergency situation. A state of emergency gives us access to provincial expertise, equipment and funds needed to remedy the situation."

How do you get to the point of declaring a state of emergency?

In Kindersley's case, Morton was the initial 'point man.' He worked with





the fire department, EMO committee and others to determine the severity of the situation. Once it reached the point that outside help was required, Morton called Mayor **John Enns-Wind** to alert him to the situation. The Mayor then called a special meeting of council to inform councilors of the situation and the recommendations of the province and various agencies, and to take a vote on declaring a state of emergency since council is the only political body with the power to make the declaration. The vote was unanimous.

In the meantime the RCMP and Emergency 911 officials were put on high alert. Streets were closed to allow emergency vehicles to access the scene.

The next step was to appoint an EMO Coordinator, whose role is not to make decisions, but to coordinate the actions of the various agencies involved. **Kathleen Henderson**, President of the Saskatchewan Emergency Planning Association was named Coordinator.

The final step in declaring the state of emergency, prior to the involved agencies getting on with their duties, was to open an Emergency Measures Centre and, at the scene, a Command Centre under control of Fire Chief **Ron Hope**.

Communications is key

Morton says during the ordeal communications is of vital importance. "A fire of this magnitude with the accompanying smoke can give birth to a myriad of rumours that make the event sound even worse than it is," he adds.

"Also, the term 'state of emergency' can add to panic among the citizens. For these reasons, we worked very hard to ensure the community was well informed about the ongoing situation."

It was the task of the Kindersley's Communications Coordinator, **Wayne Gibson**, to get the message out. Gibson says, "We used a variety of methods and media to keep everyone informed.

"Councillors, who are of course the face of local government, went to local gathering places such as coffee shops and community centres to calm the worse fears and report as accurately as possible on the situation. Flyers were delivered to homes and business summarizing the situation and instructing those within the 'shelter-in-place' zone. The Town's website, Facebook page and Twitter handle were constantly updated. These updates were also broadcast on radio (CJYM 1330 and Mix 104.9). There was also a 900 number where citizens could call in with questions."

Kudos to the province

Asked about the province's role in the landfill fire incident, Bernie Morton was quick with praise. "We were very pleased with the province's rapid response," stated Morton.

"Provincial emergency responders were on hand with specialized equipment for a variety of tasks, such as conducting the constant air quality readings to ensure we never got to a dangerous level. They were

always mindful of the community's anxiety. Cabinet Ministers **Jim Reiter** (Government Relations), **Ken Cheveldayoff** (Environment) and **Dustin Duncan** (Health) were in constant communication with us and showed genuine concern. Just knowing they were available and cared meant a lot."

Lessons learned

The landfill fire in Kindersley could have turned out much, much worse. In an interview with CBC News a few weeks after the event, Bernie Morton said, "It was that quick action that night with some luck from Mother Nature that prevented this from a landfill fire becoming a major community fire."

In that same CBC News interview, Saskatchewan's Ministry of the Environment said the provincial auditor is reviewing the way the Ministry of the Environment monitors its landfill operations; and Mayor Enns-Wind said the town is working with 35 other area municipalities to close smaller local landfills and create a large regional better-monitored landfill, adding "There's a new sense of urgency since our fire."

Morton says officials are satisfied with the way their Emergency Measures Plan worked. He adds, "We are fortunate that the plan had been updated and that we have the best trained volunteer fire department in the province."

Following the lifting of the state of emergency, town officials held a post-incident meeting that produced a summary document. This document will be invaluable when those involved sit down to again revise Kindersley's Emergency Measures Plan.

He also says that if another similar event befalls Kindersley (heaven forbid!), this revised plan would see council play a bigger role. "While council members were valuable in going out in the community and allaying fears, it was felt that they could have been more involved in the process. That will be remedied in our next Emergency Measures Plan and council will be utilized in a much more proactive manner."

Morton also said a tweak to the communications plan would include setting up regular times for updates (such as every hour or every two hours) and delivering these updates at a central



location (arena, school, etc.). This would help alleviate the level of anxiety that was prevalent in the community.

The town was thankful for the way various agencies and individuals pitched in. It issued the following statement immediately after the state of emergency was lifted:

The Town of Kindersley appreciates the outstanding efforts of the Kindersley Fire Department, Public Works staff, EMO team and responders, Town staff and Council, numerous other organizations and community volunteers, and the assistance of the Provincial Fire Commission personnel, Ministry of Environment, and Ministry of Health in their response to this emergency incident.

Tips for municipalities

Kindersley CAO Bernie Morton offered up the following tips for municipalities and their Emergency Measures planning:

1. Ensure you have an adequate Emergency Measures Plan and that your emergency personnel are well trained and your emergency equipment is in proper working condition.
2. Constantly review and update your Emergency Measure Plan.
3. Learn from emergency events that have occurred previously in your community and elsewhere in the province and the country. Don't hesitate to call and 'pick the brains' of officials from other municipalities that have gone through this process.
4. Have a strong communications strategy in place. Ensure all media providers are 'on board.'
5. Don't hesitate to declare a state of emergency. As soon as the situation is determined to be beyond the capabilities of local Emergency Measures respondents, do it! It brings immediate assistance from many corners. Delaying the declaration could mean a catastrophic loss of property and even lives.

As previously mentioned, having the ability to declare a state of emergency is a valuable tool for local governments. Is your municipality armed with an Emergency Measures Plan, and does it have the capacity to declare a state of emergency should the need arise? •



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Five steps to an emergency response plan: property managers need to prepare

John Stephenson, Vice-President of Property Management Services, FirstOnSite Restoration

Last summer was a wild one

for Canadian weather. Southern Alberta is still rebuilding after the worst floods in the history of the province. High River, Canmore, Calgary, and other communities in the area saw more than 100 mm of rain in less than 48 hours. A total of 32 states of emergency were declared and communities were placed under evacuation orders. Dramatic images of the floods were beamed across the nation: the Scotiabank Saddledome submerged, Highway 1 washed away, entire towns cut off by rising waters and mudslides.

Not even two weeks later, Toronto was nailed by a vicious summer storm. Again, Canadians were subjected to striking images, this time of thousands of people being evacuated from commuter trains by boat. Hurricane Hazel's 1954 single-day rainfall record was broken, as the city tried to cope with what would end up being its costliest storm. At the time of writing, private insurance claims have surpassed \$850 million, with another \$60 million in damage to the city, highlighting Toronto's "inadequate storm water infrastructure" (*Toronto Star*).

The fact of the matter is that climate change has made these catastrophic events more common and more devastating – not a very encouraging combination. Though governments have admitted they

need to update disaster mitigation plans to address urban flooding, it could be quite some time before any real action is taken.

However, it was clear to anyone on the ground through either of these disasters that buildings that had made emergency response planning a priority fared much better than those that didn't. Every manager should take a long, hard look at the properties he or she manages, anticipate where the risks lay, and figure out what to do when disaster strikes.

Here are five steps to get started on a comprehensive emergency response plan:

- 1. Conduct a property risk assessment** that covers all internal and external risks including environmental, topographical and residing property risks (i.e., the risks your neighbors bring to your property). This can include entry points for water, drainage paths, and maintenance of sump pumps.
- 2. Create emergency response procedures** based on the risk assessment for various catastrophes such as flooding, fire, wind damage or power failure, including an emergency checklist for each risk. This should also include all emergency contact numbers that can be accessed at any time of day or night.

- 3. Partner with an emergency restoration company** and consider signing on to a service agreement for emergency and disaster situations that provides you with a priority response 24-7. The emergency restoration company should have national response capabilities and be able to provide equipment and manpower on a large scale. When a catastrophe occurs, you should be assured that even though your restoration partner may be inundated with calls, they will have the capacity to respond. They must also have all the required provincial and federal certifications to enter potentially dangerous situations in a safe manner on the property owner's or manager's behalf.
- 4. Once you've collected this information, create an overall emergency response plan.** All emergency support numbers should be included; they need to be accessible 24/7 regardless of your location. The plan should also include telephone numbers for: all emergency responders, your emergency restoration partner, tenant emergency contacts, and provincial emergency numbers.
- 5. Test your plan** by doing a mock disaster recovery exercise or even a desktop scenario exercise and, if possible, expand your exercise to include your entire municipality. Include your external emergency response partners such as your emergency restoration partner, security company, cleaning company, and any other potential support contractors. Review your plan annually and revise your plan based on exercise results.

By making emergency preparation a priority, property managers can severely mitigate damage and loss caused by unexpected disasters, and maximize the chances of long-term viability. As we say in the disaster planning industry, 'plan for the worst, and you'll come out the best.' •



Emergency Preparation

TIPS from Public Safety Canada

As an urban municipality, you may spend most of your emergency planning efforts on the big issues that come up during an emergency. But as we mentioned in the 'CEO's Voice,' it's helpful to have ready-to-go message to help your residents prepare for, and respond during, an emergency. Public Safety Canada has compiled some tips you may want to share with residents. There are more available on their website; you may want to include links to relevant articles on your municipality's website.

Don't forget, across Canada, May 4-10, 2014 is Emergency Preparedness Week. It's the perfect time to take a few simple steps to get better prepared for any kind of emergency. But it's never too early to start.

Prepare your family for an emergency

Disasters have forced millions of Canadians from their homes in recent years and caused billions of dollars in damage, to say nothing of suffering and hardship endured.

Preparing for an emergency is important and something the whole family can do. It can be as simple as making your own emergency kit, creating a family emergency plan, or becoming more informed.

Here are some tips to get started:

Know the risks in your area. Although the consequences of disasters can be similar, knowing the risks in your region (such as floods, tornadoes, earthquakes) can help you better prepare.

Check out the Canadian Disaster Database, an online database that contains information on more than 1,000 different events that have directly affected Canadians since 1900. This is a great place to learn about the kinds of emergencies likely to occur in your region. The database is available at GetPrepared.ca.

Make a plan. Every household needs an emergency plan. You and your family may not be together when an emergency occurs. A plan will help you know what to do, where to meet and how to get in touch if disaster strikes. You can complete a plan online at GetPrepared.ca.

Get an emergency kit. During an emergency, you may need to get by

without power or running water. We will all need some basic supplies, such as non-perishable food, a flashlight, batteries, and a radio. A checklist of basic emergency kit items is available at GetPrepared.ca.

Customize your plan and your kit.

Once you know the risks in your region, it is a good idea to take measures that will mitigate the impact of disasters. For



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instance, if you live in flood-prone areas you might want to have backup power for a sump pump in your home.

Simple steps can prevent thousands of dollars in damage, inconveniences and possible risks to your health and safety.

Do one thing every day to make your community safer

Recent disasters around the world, including in Canada, have shown us how important it

is for a community to be prepared for any kind of emergency. Just think of a recent emergency like Hurricane Sandy, when communities and neighbourhoods came together to help and support each other. The more you are prepared as an individual, the more you might be able to help others when disaster strikes.

We want to encourage

Canadians to get involved in emergency preparedness.

Here's a guide to doing one thing every day to mark Emergency Preparedness Week, and make you and your community safer.

Day 1: Visit GetPrepared.ca. This federal government website includes guides, checklists, videos and more.

Day 2: Sign up for Safety Tips. Public Safety Canada sends out monthly safety tips about emergency preparedness. These come right to your inbox if you subscribe, or you can read them at GetPrepared.ca.

Day 3: Check out your emergency supplies. Do you have a flashlight? Extra batteries? Then you're well on your way to stocking a basic family emergency kit. Have a look at our emergency kit list, and pick up a few more supplies or a container to put them in and keep in one place in your home.

Day 4: Talk to your kids or other family members about emergencies. Your kids might be wondering what you're up to as you put emergency supplies together. That's a good time to take a few minutes and involve them in your planning. Talk to children about different kinds of emergencies and get the conversation going.

Day 5: Check out the Canadian Disaster Database at GetPrepared.ca. Want to know what disasters have happened in your region in the past? Knowing what can happen is a good first step to preparedness.

Disasters have forced millions of Canadians from their homes in recent years.



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Day 6: Make a Plan. It takes only a few minutes, but can bring peace of mind. What would you do if there's an emergency in your neighbourhood and your family isn't together? Will the kids be picked up? Where will you meet if your cell phones don't work? You can complete a plan online at GetPrepared.ca.

Day 7: Follow @Get_Prepared on Twitter to stay connected throughout the year, and share our videos with your family and friends.

Know how to use technology to keep in touch during emergencies

Being able to communicate with family, friends and first responders during an emergency is critical. However, everyday communication devices may not work during an emergency.

If you have a landline, keep at least one corded phone in your home. Cordless phones rely on electricity and will not work during a power outage. It's also a good idea to keep extra batteries or a charger for your mobile device in your emergency kit. Keep your contacts up to date on your mobile devices, and save your safe meeting location(s) on your phone's mapping application.

Public Safety Canada also offers these tips for staying in touch and reducing network congestion in an emergency:

If you must use a phone, keep your conversation brief and convey only vital information.

If possible, use non-voice channels like text messaging, email or social media, as these use less bandwidth than phone calls and may work even when phone service has been disrupted.

Monitoring social media channels for updates from authorities can be a great way to stay informed during an emergency. However, these channels are not typically monitored 24/7, so the best way to report an emergency is to call 911.

If you have been evacuated and have call-forwarding on your home phone, forward calls to your cell phone.

Conserve battery power by reducing screen brightness, keeping calls short, and closing apps not in use.

To reduce network congestion immediately after an emergency, avoid using your mobile device to stream videos, download entertainment, or play video games.

Visit GetPrepared.ca for more practical tips on what to do before, during, and after an emergency. •



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Emergency Planning with your Neighbours

Amanda Parkinson, Municipal Capacity Development Program

Most emergencies are unexpected, but that does not mean a municipality cannot be prepared. Benjamin Franklin said: "By failing to prepare, you are preparing to fail." It is important to develop a plan before, rather than during or after an emergency. It will be much easier to deal with a crisis by anticipating problems and possible solutions, and knowing your resources instead of dealing with it during all the confusion and fear. Emergency management plans can save lives, money, property, and result in quicker recovery time. Emergency planning can be even more effective and efficient when municipalities work together on plans and provide support in times of need.

Warren Bobbee, the District of Katepwa Emergency Management Consultant, has experienced firsthand the benefits of having an emergency management plan and co-ordinating efforts with surrounding communities. The District of Katepwa exercised their Emergency Response Plan twice in three years (2011 and 2013). In the spring of 2011, the area engaged in a massive flood preparation, response, and recovery event. The community, along with neighboring communities, was declared in a State of Emergency for 30 days as rising waters and ice issues were overwhelming the region.

The District of Katepwa approved a formal emergency response headed up by Bobbee and local residents on staff. Local contractors donated gravel and equipment and more than 700 volunteers from the region helped in the efforts. Additional assistance was provided by Balcarres Fire Department, City of Saskatoon Water Rescue, La Ronge Fire Team, and the Pellican Narrows Fire Team. The Provincial Emergency Management and Fire Safety staff arranged daily meetings in Fort Qu'Appelle with all EMO representatives from the surrounding area to go over issues and plans to ensure consistent information was received and communicated.

By utilizing a detailed Emergency Response Plan and working with other communities to share equipment and resources, the District of Katepwa pro-

tected the welfare of residents and minimized property damage.

The situation in the District of Katepwa and surrounding area could have been worse, but by working together as a region to share resources and communicate effectively there was less confusion and

enhanced unity. Evaluation of the 2011 events identified improvements to make to the Emergency Response Plan and these lessons learned were shared with neighbors for their consideration in future planning and budgeting. Also, additional EMO training was provided to the region

District of Katepwa – 2011 flood



2013 flood mitigation



Volunteers from all over the region during sandbag-filling process in 2013



to encourage proactive planning and partnerships.

Bobbie says he saw the benefit of sharing information with surrounding areas. “[A]ttending training with neighboring communities was helpful to know their issues and risks.”

Strong public support was helpful during and following the flood crisis. The public was informed by timely messages with the use of community websites, Facebook, and Twitter. An organized volunteer effort was the backbone of reducing the damage and these efforts continued after the immediate threats diminished. A fundraising initiative in 2013 raised money for the Emergency Response Equipment Fund. Approximately \$54,000 was raised to buy equipment to help keep volunteers on the front lines healthy and safe. By making improvements to their plans, keeping the public informed, and having dedicated volunteers, trained staff and elected officials the region has become better prepared for potential flood risks in the future.

It is important for municipalities to assess the risks in their communities and plan to be prepared for possible emergencies in the region. A regional emergency

management plan can be very beneficial as services and costs can be shared.

Mutual Aid agreements and bulk buying can enhance relationships and provide a region with more resources and equipment. Sharing advice and experiences with neighbors will let others learn best practices, avoid mistakes, and improve communication and organization.

All municipalities are required by *The Emergency Planning Act* to have emer-

gency plans. Instead of approaching these plans on an individual level, some municipalities are working together to assess their region and unify plans. This is where MCDP can help! We have helped partnering municipalities across Saskatchewan build a structure outlining roles and expectations, so they can move forward to develop well-thought-out agreements and plans that unite the interests of those involved. •

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When the lights go out ...

Emergency response at SaskPower

SaskPower

Not many of us wake up in the morning and think about power. We just expect that when we flip the switch, the light comes on. The coffeemaker brews; we can check the forecast on our phone – it's business as usual.

When the power goes out, most of the time it's an inconvenience, but things soon get back to normal.

But what happens during a major emergency? A true test for SaskPower came in June 2012. Nearly the entire province experienced severe weather, but it was the Meadow Lake, La Ronge, and Prince Albert areas that were hit the hardest.

Most of the northern part of Saskatchewan was without power. At one point, 200,000 customers were in the dark. That's nearly half of SaskPower's customers.

Plow winds tore down entire transmission lines. Altogether, there was more than \$10 million in damages. SaskPower's long-term employees called it the worst damage they had ever experienced. Crews worked around the clock to get power restored. Calls to customer service representatives quickly turned from questions and complaints to thanks.

The June 2012 storms taught SaskPower a great deal about its approach to emergency response and communication. The company made

some important changes as a result.

Part of SaskPower's crisis plan always included a meeting place of key representatives from across the company. But it became clear the company needed a proper, permanent meeting place that was equipped to lead and manage events in the event of a catastrophe.

Located in one of SaskPower's facilities in Saskatoon, SaskPower's incident command center is a self-contained space that has everything necessary to operate in a crisis: video and teleconference capabilities; internet access and work stations; television access; and weather and lighting monitors. It's not fancy or luxurious, but it is a dedicated space where the company can run its emergency operations.

The incident command group is led by the Emergency Planning Specialist, a new role created as a direct result of what happened in 2012. This person is responsible for the development, execution, and maintenance of emergency protocols.

SaskPower's Outage Center was right in the middle of the action. In June 2012, it received 26,571 calls – compared to 19,556 calls in June 2013. And those were just the calls where staff actually talked to customers. Our automated answering system handled 55,835 in June 2012 and 26,025 calls in June 2013.

To keep up, staff from the Collections area was called in to help take calls from customers. There were days where Collections shut down normal operations completely to handle the influx of outage calls. Dispatch staff was also called upon to help.

The Outage Centre team was embedded within the central emergency operations centre and took part in meetings every two hours to gather new information. They often had to do the extra step of breaking that information down so that customers could understand the situation.

Like most organizations, SaskPower has a crisis communication plan in place. It's one of those things you work on, finalize, put away and hope you never need. Then suddenly, you need it.

Traditional communication channels simply weren't enough during the storm. SaskPower held media conferences and posted website updates to keep our customers informed, but it was very obvious a social media element was needed.

Two months later SaskPower had a presence on Twitter and Facebook, and have grown to more than 9,700 followers on Twitter and more than 4,000 Facebook likes. Twitter, in particular, is now the primary communication vehicle during outages today.



In times of crisis, the relationships you have are what will keep you going. Having and building that trust with your stakeholders will provide strength when you need it the most.

Relationships and communication with municipalities are critical during an emergency. When a crisis hits, the first and most important step is letting SaskPower know there is a problem by calling the Outage Centre at 310-2220 or reporting an outage online at www.saskpower.com/outages.

Outage Centre staff can put municipalities in touch with SaskPower's incident command group, to share plans and priorities. For example, if you know that SaskPower needs to get down a snow-filled road to get to important equipment, you can send out plows.

If SaskPower knows it will take eight hours to get power back to town facilities, you can then make any necessary plans. It's about working together to make things move as quickly and efficiently as possible.

During the 2012 storms, collaboration between other utilities and agencies, including other Crown corporations, police and fire departments, was critical. Today, SaskPower has a secure list of contacts we know we can go to and work with when needed.

The company is also now tracking a resource pool of retirees and contractors who can be called on in an emergency, when all hands are needed on deck.

Draft agreements are in place with the provinces of Alberta and Manitoba, the

cities of Saskatoon and Swift Current (who manage their own power utilities) and suppliers. This eliminates the guessing game of who is responsible for what during a time when you're too busy to think about it.

Weather accounts for about 35 per cent of SaskPower's unplanned outages. However, nearly 40 per cent are due to aging equipment.

SaskPower has a serious challenge to tackle. It is expected that demand for power will increase by more than 30 per cent over the next 20 years, and double between now and 2050.

Working to meet growing demand and customer expectations is like pushing a cart uphill on square wheels – it's impossible to do when your equipment isn't up to the job.

SaskPower's system is very old by industry standards. It's the second oldest in the country. There are more than 1.25 million wood power poles – more than there are people in the province. The average age of those poles is almost 38 years.

Their life expectancy is 50 years. More than a quarter of the poles in our towns and cities were built in the 1950s.

SaskPower maintains 308 meters of power line – more than two football fields – per customer. Ontario maintains about the same total amount of line, but they have 14 million customers compared to this province's 500,000.

Those lines are operating at their absolute limit and communities can't function

and grow with increasing outages.

We are all witnessing the impact of our province's growth. In 2012, SaskPower completed 10,345 new customer connects. That's a 14 per cent increase over 2011 and a 144 per cent increase from 2008.

Customers are using more power than ever. A new all-time record usage of 3,543 megawatts was set December 6, 2013. That was an increase of 100 megawatts from the previous record set just the day before.

Use of power in communities is growing: mines and multiplex facilities, more schools, homes and offices, more electrified campsites ... the list goes on.

The bottom line is: there is a need for more power, more often, in more places by more people.

While there is no cause for alarm, there is cause for action. SaskPower will spend approximately \$1 billion per year for the long term on renewals and upgrades.

In 2014, about 41 per cent of what you pay for power will go towards building new infrastructure.

The reality is: the new customer requires a new SaskPower. We have an infrastructure challenge to meet, investments to make and a future to plan for. It takes power to grow. •

For more information on how SaskPower deals with power outages, visit <http://www.saskpower.com/outages/>.




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How does growth affect emergency planning?

Terry Ross, Managing Editor

Readers are well aware of Saskatchewan's recent growth and the pressures that growth can place on the services municipalities can provide. How can growth affect a municipality's emergency planning efforts? To find the answer we went to White City, a bedroom community located 10 km. east of Regina on the Trans Canada Highway.

The growth story

White City was incorporated as a town in 2000. According to the Town Manager **Shauna Bzdel**, the municipality's population has increased from 1,894 in 2011 (Census) to an estimated 2,838 as of December 2013.

Asked for the reasons behind this eye-catching increase, Bzdel says, "The reason we feel we have been experiencing this growth is the attractiveness of the community and the fact that the lots that are available are larger than those that are available in the City of Regina. White City is known for the high level of education at the White City Elementary School and Prairie Valley is currently constructing a new elementary (K-8) school in White City as well."

She adds, "There is a strong sense of community in White City and that

attracts young families here as well. And we believe that we offer a high standard of services for the amount of taxes ratepayers pay."

As for future growth, Bzdel states, "We have been experiencing approximately an eight per cent growth rate over the last few years. Approximately 80 homes a year are newly occupied and we estimate three people per home, which provides approximately 240 new residents a year. Based on a 25-year projection we estimate a population of over 7,000 residents in White City."

Who is involved in emergency planning?

Carrie Bjola-Matileg is a White City councillor who also sits on the town's Emergency Measures Operations Committee. According to Bjola-Matileg, as per *the Emergency Planning Act*, municipalities require an emergency plan. The local authority (White City town council) is responsible for establishing an organization to develop this plan. In White City this organization is the Emergency Measures Operations (EMO) committee. The committee's emergency plan outlines how it will provide services and what procedures will be followed during an emergency.

Bjola-Matileg adds, "The White City emergency response plan was developed by the EMO and this group meets regularly to maintain and build on it. In an emergency, the White City EMO has chosen to follow an Incident Command Structure (ICS), which is a chain-of-command model for control and coordination of a response to an emergency. Council is prepared to work with the EMO during an emergency for things such as declaring an emergency, approving purchases, speaking to the community and media, etc."

"Town administration manages budgets and mutual aid agreements that would assist during an emergency, and would be part of the EMO during an emergency to handle administrative processes."

Councillor Bjola-Matileg tells *Urban Voice* that White City isn't alone in the emergency response wilderness, and depends on neighbouring municipalities for assistance. She says, "Our mutual aid agreements are in place to help pool the resources of local authorities (White City, Balgonie, Pilot Butte, Town of Edenwold, RM of Edenwold, Regina, etc.) to improve our emergency response capacity. This is one area that we would like to strengthen in the White City emergency plan. We need to update and build on the existing mutual aid agreements."

Back in White City itself, Bjola-Matileg says, "Public works maintains and operates town equipment and knows the community inside and out to assist during an emergency with things such as evacuation, road clearing, facilities and utilities management, etc."

"The White City volunteer firefighters and emergency responders are our emergency response foundation. This group is called upon regularly for all local emergencies. If an emergency is larger than the local fire authority can handle, this signals the Fire Chief to call the EMO to jump into action. The local fire authority would maintain an incident command structure at the scene of the emergency and communicate with the



EMO who will coordinate the efforts of various agencies and resources in order to help control and mitigate the emergency incident at a strategic level.

"The last group involved in emergency planning (but certainly not least in terms of importance) would be the residents of White City. It's important that all of us take responsibility for our own homes and families by developing personal emergency plans and 72-hour emergency kits so we can safely stay in place without taxing the local emergency system if an incident occurred. White City administration and the EMO regularly communicate emergency measures information to residents, and the EMO maintains a list of residents who have identified equipment and can assist/volunteer in the event of an emergency."

Role of the Province

According to Bjola-Matileg, the Province of Saskatchewan has been "extremely helpful" in the emergency planning process. She adds, "The Fire Services and Emergency Management (FSEM) branch of the Ministry of Government Relations urges municipalities to develop emergency plans, provides educational opportunities to train municipalities in how to develop plans, attends local authority and EMO meetings to assist hands-on, and more – all free of charge. They have highly trained staff ready and able to assist in all aspects of planning and response. The FSEM branch is very responsive and knowledgeable."

Testing the system

White City's EMO is not content to rest on its emergency plan laurels. The EMO ensures its plan is adequate by staging mock emergencies. Bjola-Matileg says, "The EMO develops scenarios and goes through a 'pretend' emergency and tests our system to determine to what degree our own resources can hold, and when and who to call for assistance if it is greater than we can handle."

With White City's close proximity to Regina, larger emergency resources are close at hand, but if White City were hit by an emergency that also affected Regina (for example, severe weather) White City needs to be able to hold its own to the best of its ability. Bjola-



Matileg says, "Where White City does not have a resource or we have identified the resource is limited, we have the aforementioned mutual aid agreements and contact measures in place to gain access to assistance quickly (for example, Canadian Red Cross to bring in supplies for an emergency aid centre)."

Engaging the citizenry

Bjola-Matileg is adamant that citizens are key to a municipality's emergency planning and response. She says, "White City holds regular events such as public health and safety fairs, BBQs, fundraisers, etc. with the purpose of engaging residents to meet our local authorities and emergency responders so they know who we are in the event of an emergency. If we come to their door and tell them they must evacuate, they need to trust the person at the door."

"Messages are also sent out via the town's website and telephone calling system. As mentioned, residents have been polled to identify their volunteer skills and equipment that could be called upon, if needed, during an emergency."

"As well, White City provides the 72-hour Emergency Guide to all new residents, and reminders are sent out in utility mailings asking that residents develop home emergency plans so they can care for themselves in the event of disaster and how the town will communicate/direct them."

The all-important question of funding

Emergency equipment can be quite costly. A single fire truck alone can run into the hundreds of thousands

of dollars. How can a small, albeit growing, municipality pay for emergency equipment?

In answer to this question, Councillor Bjola-Matileg says, "White City's annual budget covers these costs, and monies set aside in an emergency fund, if needed. Equipment that is required for daily operations is purchased by White City. Also, we have recently approved an annual fundraiser for items such as emergency equipment. We have held them periodically in the past and last year's Fireman's Gala helped raise funds that went towards a new fire truck."

Bjola-Matileg adds, "Much of daily operations equipment would be used during an emergency (chain saws, plow truck, generators, etc.). The local fire authority identifies needs and these are placed into the budget. The local emergency planning committee also identifies needs and requests these be observed/approved in the annual budget."

"If there is an item, such as equipment that is not a daily operational need for the town, but may be required during an emergency, such as a grader, we will strike a mutual aid agreement with a neighbouring community or a standing contract with the appropriate resource to rent or contract service during an emergency."

It appears that the Town of White City is on top of its two-headed challenge of rapid growth and emergency planning. Thanks to proactive planning and buy-in from citizens, neighbours, and the province, the town is in good shape for any foreseeable calamity. Can your municipality say the same? •



A new tool to fight floods

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

Water is essential to life, both at the smallest scale – that of an organism – and at the largest – the planet. Water vapour in the atmosphere distributes heat around the globe, moderating land temperatures. Precipitation allows plant and animal life to flourish.

As global temperatures rise the atmosphere can accept greater volumes of water vapour. When it comes time for the rain to fall, it falls more suddenly and in far greater amounts than in the past. Extreme flood events are the result.

Saskatchewan and Canada have seen a sharp increase in extreme flood events over the past several years. In the 2011-2012 fiscal year alone disaster relief payments in Saskatchewan were \$157.12 million – more than the combined payments of the previous six years. Not accounted for in this number are the payments for crop losses or destruction of public infrastructure. Those damage costs, covered by other programs, required hundreds of million dollars more in compensation payments.

This has raised the question: Can Saskatchewan develop ways to proactively plan for and adapt to extreme flood events that exceed its current coping capacity?

Consider a culvert under a local highway. This small but important piece of infrastructure allows water to flow from one side of the road to the other without washing out the highway. The typical culvert was installed years ago, and sized to accommodate a storm event that was typical over the previous several decades. But if that 'typical' event no longer applies, then a larger culvert is needed to protect the highway from damage.

The repair of the highway is not the only economic cost to consider: that road might be used by a local industry to transport its product to market; staff working in that community may need to add many minutes or even hours to travel to and from work; tourists may decide not to visit at all.

How will municipal crews know where to install culverts for the best result? What size will it need to be?

Land and Infrastructure Resiliency Assessment (LIRA) was developed so municipalities, watershed organizations and decision makers can identify cost-effective ways to mitigate or reduce the impact of extreme flood events. It combines local knowledge, economics, hydrology, climate science, and GIS.

Fly-over radar imagery provides a picture of the landscape, with a height resolution of three centimeters. When



The Federal Government and the Province are studying Saskatchewan's flood potential.

combined with hydrologic models for predicting water flows on flat prairie landscapes (developed by the Centre for Hydrology and the Global Institute for Water Security at the University of Saskatchewan) a LIRA study provides estimates of extreme flood event risks and potential cost-effective adaptation/mitigation options.

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Culverts are a part of the LIRA solution.

The federal government is working with the provinces on a program to respond to the challenges of extreme flood events.

LIRA pilot projects have been completed in the Rural Municipality of Corman Park (2008), the Assiniboine Watershed Stewardship Association (2012), and the Redberry Lake Region (2013). The Redberry study enabled the Town of Radisson to use LIRA flood risk maps to prepare for a flood in the spring of 2013.

The federal government is working with the provinces on a program to respond to the challenges of extreme flood events. An element of the program will be the adoption of mitigation strategies, and one of the tools being considered is LIRA.

The Saskatchewan Association of Watersheds and the Canadian Water Resources Association hosted

a workshop to inform key decision makers of the strengths of LIRA on March 31. The event included a review of the Redberry and Assiniboine projects and the hydrological and cost/benefit economic modelling that supported the conclusions. The intent was to influence government decision makers to adopt LIRA as a mitigation tool to help municipalities prepare for extreme flood events.

It is too soon to say if the workshop had the desired impact, but nonetheless it is essential that municipalities find ways to find ways to mitigate the impacts of extreme flood events. The safety of citizens and the economic livelihood of communities depend on it. •



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Getting to know Emergency Management and Fire Safety and the Provincial Disaster Assistance Program

Ministry of Government Relations

No one wants emergency events such as flooding, wildfires or damaging weather events to occur. However, as much as we don't want them to happen – they do. They can affect a single municipality, several municipalities, or a large part of the province.

There are two ways the Government of Saskatchewan can help those affected by an emergency – services offered through the Ministry of Government Relations' Emergency Management and Fire Safety Branch (EMFS) and the Provincial Disaster Assistance Program (PDAP).

Emergency Management and Fire Safety response (EMFS)

Dealing with an emergency event can put a lot of pressure on municipal governments and their leaders. On top of that, local leaders are often judged by the way they respond – during the event and after.

If your area is affected by an emergency, follow your municipality's Emergency Response Plan. If you don't have an emergency plan, develop one as soon as possible. Doing so will give you a better idea about potential hazards you may face and how you can prepare to deal with them. There is a handy document called "*Nine Steps for Emergency Plan Development*" available from the Government of Saskatchewan. EMFS field staff is also available to offer advice and assistance.

Once your emergency plan is operational you should determine if your community has the capacity to handle the emergency. You may ask neighbouring municipalities who are members of your Mutual Aid Area for assistance. You may also need to declare a local emergency.

In order for declaration to go into effect the municipal council must pass a resolution declaring a local emergency.

Once you pass the resolution you must fax or email the declaration document to EMFS to notify the minister responsible.

Council also needs to advise residents. That can be done through radio, TV or by going door-to-door. The resolution is good for seven days and can be renewed by declaring again. The resolution can be terminated by the same method used to declare, by letting it lapse after seven days, or in the event the minister does not feel it is required.

Declaring a local emergency gives the municipality and its leaders the power to request/commandeer the assistance of outside agencies, individuals, buildings, and equipment. Municipal leaders also have the power to establish an emergency social services plan and a reception centre to deal the needs of those displaced by the emergency. They can ask health authorities to implement their emergency plan to deal with health-related issues and casualties. They can also ask the Ministry of Government Relations for help in the form of provincial and/or federal resources. That assistance may include advice, equipment, and/or personnel.

While more details about municipal declarations of emergency can be found in Section 20 of the *Emergency Planning Act* here are some highlights of the process.

Your municipality should declare an emergency when:

- the municipality can't handle the situation;
- you need resources and liability protection for volunteers and equipment; and
- one or more powers under Section 20 of the Act are needed for the response.

Criteria for declaring comes into play when:

- the community response and mutual aid capacities are exceeded;

- the municipal emergency plan has been invoked;
- the emergency measures organization is implementing the plan;
- the local Emergency Operations Centre is established and operating; and
- you request additional resources and assistance from the province.

Declaring a local emergency does not mean automatic qualification for PDAP

There is a significant difference between declaring a Local Emergency and a PDAP designation. A local emergency gives extraordinary powers, under bylaw, to a local authority which may be required during the response to an emergency situation. A PDAP designation simply confirms that the municipality has sustained enough damage from a natural disaster in its geographic area to allow claims for compensation to be submitted from within those boundaries. You don't need to declare a local emergency to request assistance under PDAP.

The Provincial Disaster Assistance Program (PDAP)

PDAP is a separate program designed to help Saskatchewan communities and residents recover from the effects of uninsurable losses from natural disasters such as floods, tornados, plow wind,s and other severe weather-related events.

PDAP strives to adhere to the federal Disaster Financial Assistance Arrangements which governs the federal-provincial cost-sharing formula. Doing so means a fair and consistent approach to all claimants while ensuring maximum cost recovery for the province.

PDAP is not meant to replace or supplement private insurance; it helps cover specific types of property damage not covered by private insurance or where it is not readily available at a reasonable

cost. The program is designed to help home owners, small-business owners, agricultural operations, and communities recover from the impact of natural disasters. PDAP funds are to restore property or infrastructure to pre-disaster conditions. The cost of improving a property or infrastructure beyond a pre-disaster condition is the owner's responsibility.

Before an individual or community can access PDAP, the community must apply to have all or part of it designated as eligible for disaster financial assistance. The definition of a community includes cities, towns, villages, resort villages, provincial and regional parks, First Nations, and rural municipalities.

To be designated, a local authority/community must submit a Request for Designation to the province within 30 days of the event. The local authority must also identify a single claim with damages of at least \$5,000 or an aggregate total of multiple claims exceeding \$25,000 in order to be eligible.

While damage from a weather event can impact a single location, in most cases these events also damage municipal infrastructure such as buildings and roads. They become part of the designation process and the municipality is faced with repairs.

Once designated, PDAP arranges for an engineer to conduct an assessment to identify eligible repairs and to prepare

an estimate to complete these essential repairs. Designated municipalities are eligible to recover the full cost of contractors hired to complete these pre-approved repairs. Incremental costs such as overtime may also be recoverable. The cost recovery is subject to applicable deductibles.

Municipalities are normally required to complete repairs within one year. However, if you can demonstrate that this was not possible, you may apply for an extension. The application must include the reason for the delay, a detailed account of the outstanding project(s), and an estimated dollar value.

After a community has been designated, PDAP will reimburse up to 95 per cent of eligible expenses, less taxes, suffered due to a natural disaster. The claimant is responsible for other five per cent. Eligible claims may include clean-up costs, replacing essential household items, structural repair, and restoration. For some larger repairs such as structural damage, a reduced amount may be allowed depending on the pre-disaster condition.

Private claimants who begin clean-up or repairs before a PDAP adjuster or engineer assesses the damages should take photos of the damages and keep all receipts and documentation of work completed.

Homeowners may be eligible for up to \$240,000 in compensation and

\$30,000 for up to six months of temporary relocation expenses. Small-business owners, agricultural operations and non-profit organizations may be eligible for up to \$500,000.

Local authorities and regional parks pay a deductible of 0.1 per cent of their most recent taxable assessment. PDAP is using the 2011 taxable assessment for the 2013 claim year and the 2012 confirmed taxable assessment for the 2014 claim year. Park authorities other than regional parks pay a deductible up to 0.1 per cent of the gross revenues they have collected during the year before the disaster occurred. After these deductibles are paid PDAP pays 100 per cent of the remaining eligible expenses.

Keep in mind that PDAP is not a substitute for private insurance nor does it provide full compensation for losses. The program helps cover the cost of repairing uninsurable, essential property. In that sense PDAP is designed to help sustain the essentials of life – not lifestyle.

EMFS and PDAP are separate yet complementary programs that share the common goal of helping Saskatchewan's residents respond to and recover from disasters. •

More information is available online at:

Emergency Management and Fire Safety - <http://www.gr.gov.sk.ca/SaskEMO>

Nine Steps for Emergency Plan Development - <http://www.gr.gov.sk.ca/OFC-FS-EMT/NineStepsEmergencyPlanDevelopment>

Emergency Planning Act - <http://www.publications.gov.sk.ca/details.cfm?p=504>

Provincial Disaster Assistance Program - <http://www.gr.gov.sk.ca/PDAP>

Disaster Financial Assistance Arrangements - <http://www.publicsafety.gc.ca/cnt/mrgnc-mngmnt/rcvr-dsstrs/dsstr-fnncl-ssstnc-rngmnts/index-eng.aspx>

Provincial Disaster Assistance Program Regulations - <http://www.qp.gov.sk.ca/documents/english/Regulations/Regulations/E8-1R2.pdf>

Access PDAP Aid - <http://www.gr.gov.sk.ca/PDAP>

Request for Designation - <http://www.gr.gov.sk.ca/PDAP>



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2014 CONVENTION RECAP

Following a Sunday filled with registration, education sessions, the SUMAssure Annual General Meeting, and the *Urban Discovery* event at the Saskatchewan Science Centre, SUMA's 109th Annual Convention officially opened on Monday, February 3 at 8:45 a.m.

Councillor **Randy Goulden** called proceedings to order as Convention Planning Committee Chair. She was followed by Mayor **Michael Fougere**, who welcomed delegates on behalf of host city Regina and spoke on growth within a municipality and the repercussions of that growth.

Next up was Chief **Perry Bellegarde**, representing the Federation of Saskatchewan Indian Nations (FSIN) and its 74 First Nations. Referencing Convention's theme, *Strength From Many Peoples*, Chief Bellegarde said because of partnerships, Saskatchewan is now the urban reserve capital of Canada. He also pointed out that 50 per cent of First Nations people in Saskatchewan now live in urban centres, and that the province's fasted growing demographic is young First Nations people.

"We are all in this together," he said, and praised the co-operative spirit of Saskatchewanians.

Ken Budzak spoke on behalf of sponsor Information Services Corporation (ISC). He welcomed all delegates and said how proud ISC was to sponsor such a prestigious event.



President's Address

After the head table was piped in and a touching rendition of O Canada by Holy Rosary elementary school choir, SUMA President **Debra Button** addressed the audience. Focusing on the Convention theme, President Dutton said throughout history, coming together is what made Saskatchewan great. She emphasized that working closely with our neighbours in the only way to go now and in the future.

Mayor Button then gave some examples of SUMA successes resulting from co-operation with Ottawa, the province and other stakeholders. These successes included work on the Environmental Code, new regulations for the transportation of dangerous goods, and fine revenue distribution.

The President then zeroed in on SUMA and how the association is utilizing social media and other communication tools to "unify our voices and amplify them as one."



Keynote Speaker

Keynote speaker **Ted Jaleta** then took to the stage, telling his story to a rapt audience. Jaleta spoke of his journey, both physically and spiritually, from a torture chamber in an Ethiopian jail (after taking part in a *peaceful* demonstration) to the stage as a motivational speaker, civil servant, and community organizer in Regina. In his darkest moments, he went from dreaming of running in the

Olympics to wondering if he was going to survive that day. Jaleta's physical, mental, and emotional strength enabled him to endure the hardships he faced in his homeland and start a new and very successful life in Canada.

He encouraged the audience to learn about the world and show newcomers the same hospitality he was shown when he arrived in Saskatchewan. He encourages schools to teach students about hospitality and how to welcome newcomers properly.

He left the assembly with this message: Follow your dreams; believe in yourself and your community – and persevere. Never give up!

Premier's Address

Battling a bug, Premier **Brad Wall** was the next to speak, beginning with a resolution a resolution to make former Rider **Weston Dressler** an honorary citizen of Saskatchewan (which obviously passed). He then moved on to note that government plans come from long-term goals and objectives. He stated that municipalities are particularly adept at this long-term thinking, and the province is attempting to do it better via its Growth Plan. He then talked specifically about the six parts of the plan:

Infrastructure – Premier Wall says the SaskBuilds fund, a tripartite deal, is part of the future, one of the innovative new ways to fund infrastructure. Another new method of funding is P3 (Private-Public Partnership) agreements through P3 Canada. The Premier commended the City of Regina for its recent \$224-million wastewater treatment plant referendum, which had a P3 component at its core.

Human Resources – As Saskatchewan grows, there is a worker void in many areas. Premier Wall stated the most important source for workers are those who are unemployed in Saskatchewan today – First Nations, youth, immigrants, and the like.

Competitiveness – Saskatchewan needs less red tape and stable royalty practices, says the Premier. Recent nuclear agreements between our federal government and both China and India were highlighted by involvement from Saskatchewan government and business officials. Wall also said we need to be competitive with *all other taxes*.

Innovation – Led by SaskPower, one of the world's first and largest full production carbon capture facilities is underway. SaskPower will eventually generate revenue by selling a portion of the captured CO₂ back into the market to be used for enhanced oil recovery. The project started in May 2011 and will be operational this year.

International Engagement – The Premier touted international partnerships and stressed municipalities should become more engaged in them. He focused on agreements to attract foreign workers and said businesses and municipalities can proudly proclaim that the province has the strongest foreign worker protection laws in Canada.

Fiscal Responsibility – The Premier stated, “The prime directive is a balanced budget, and a subset of that would be a balanced budget without any changes to the taxes.” He said he couldn’t rule out a tax hike in order to pay for infrastructure projects, but that it would be “a last resort.” He pointed out that waterworks facilities in small- and medium-sized centres were the most pressing need.



Premier Wall concluded that growth was great, but it should not be taken for granted.

President Button thanked the Premier for his address and said when SUMA signed on to the revenue sharing agreement with the province it was for good times and bad. She con-

cluded, “We’ll stand with you, Mr. Premier.”

After lunch, delegates had one more chance to take in an education session, and the day wrapped up with sector meetings. That evening, plenty of delegates gathered at the hospitality night to network, catch up with old friends, and enjoy some dancing and karaoke with the DJ.

Tuesday morning began with breakout sessions based on population size, and the Northern regional meeting. The time between tradeshow viewing and lunch saw delegates gather to hear three addresses.



Minister’s Address

Minister of Government Relations, **Jim Reiter**, was first up after lunch. He said the theme of his remarks was Dreams of Saskatchewan, and he focused on inter-municipal cooperation – one related to the province’s growth plan. “With co-operation, with a common cause, that’s a powerful force for change, a powerful

force for good,” he said.

He encouraged municipalities to work together to ensure the province’s continued health and success, saying “Saskatchewan is no longer just a great place to be from; Saskatchewan is now a great place to be, a great place to live, a great place to work, and a great place to do business.”

He acknowledged the challenges that come with growth, then congratulated those municipalities who are working together with neighbouring communities – such as the Town of Nipawin, and the Mid-Sask Municipal Alliance.

Reiter also highlighted the work of the Town of Cabri, four nearby villages, four RMs, and three Hutterite colonies to build a

new health clinic, saying “Now that, I think, is a great initiative that came completely from the grassroots, without any extra funding from government.”

He stressed that municipalities are on the front lines of growth, and know best how to invest money in their individual communities, which is why the Municipal Operating Grant is unconditional funding. He then wrapped up by stressing that the point of growth is to make Saskatchewan a better place.

FCM Address

Claude Dauphin, FCM President and Mayor of the Borough of Lachine, QC, addressed delegates next. He spoke about how municipalities have invested more than \$15 billion annual in infrastructure and own more than 60 per cent of all infrastructure in Canada. He also pointed out that the core services – save water, local roads, and more – provided by local governments “are the backbone of Canadian life,” yet they only collect eight cents of every tax dollar.

Dauphin discussed the advocacy work of FCM, such as working on infrastructure funding with the federal and provincial governments that reflect local governments’ needs, making railway safety improvements that will reduce risks to communities, and addressing the housing crunch.

He closed his remarks by assuring delegates that FCM will build advocacy momentum in advance of next year’s federal election. He specifically highlighted disaster mitigation, policing, and public transit as topics FCM hopes to get candidates talking about next year.

SaskPower Address

The final address before lunch came from **Robert Watson**, SaskPower President and CEO. After what might be the most ironically timed loss of power at an AV table ever, he showed a short video about the importance of power infrastructure in Saskatchewan – including appearances from President Button.

Watson talked about how the growth of the province is affecting SaskPower. “We’re seeing a need for more power, more often, in more places, by more people,” he said. He also discussed the way changing lifestyles are creating higher power needs – from smart phones and streaming video needs to remote workplaces.

He also discussed the challenges SaskPower faces when it comes to infrastructure. Poles are beginning to reach the end of their lifespan, and there is a lot of line to maintain for a relatively small customer base. He highlighted that service to the north was an issue, and that they are be working to solve it.

The effects of severe weather were also discussed; see page 30 for information on how SaskPower has to deal with weather-related outages.

As for power generation, Watson was clear that new and cleaner methods were necessary, saying: “We don’t have all the answers yet, but we will look at all the options, and we will have to be innovative.”

He also listed the other ways they are innovating other areas of operations, such as using a drone for remote line inspections



2014 CONVENTION RECAP

rather than a helicopter. Watson wrapped up, saying "If there's one thing I want you to know, it is this: Things have changed, and SaskPower is changing with them."

Tuesday afternoon included reports from the previous afternoon's sector meetings before moving on to resolutions. Delegates passed resolutions on:

- a reliable power grid for northern Saskatchewan;
- the burning of demolition materials;
- policing levies;
- GST for health capital projects
- amendments to *The Tax Enforcement Regulations*;
- allowing elected officials to temporarily assist with maintenance duties;
- the registration of all-terrain vehicles;
- golf-cart use;
- changes to rental rates by the Saskatchewan Housing Corporation;
- railway safety;
- fine revenue distribution;
- vacant and derelict properties; and
- the Building Canada Fund.



Resolutions to stagger urban municipal terms of office and remove the education portion of property taxes were defeated. A resolution for mandatory training as a pre-requisite for nomination as an elected official was withdrawn on the floor.



The afternoon closed with the Saskatchewan Municipal Awards presentation (see page 12 for more information), and the AGM. In the evening, attendees celebrated long-serving and dedicated municipal employees and elected officials at the President's Banquet and Awards Ceremony. All the winners are listed on page 42. After the awards program wrapped up, come-

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dian **Darrin Rose** took to the stage for a set where he revealed that the concept of a Bear Pit session may seem a bit strange to outsiders. Wednesday's sessions focused mainly on the opportunity for delegates to interact with provincial ministers. The first session of the day had five separate sessions where delegates could talk to the ministers about their specific portfolios.

Then delegates gathered to take part in the Bear Pit with Premier Wall and most of his cabinet. (Minister of Highways and Infrastructure, **Don McMorris**, could not attend; he was at the Olympics, cheering on his son!) The session covered a variety of topics: from infrastructure to health care, the environment to northern Saskatchewan.



Convention 2014 then officially wrapped up with final words from Convention Chair Goulden, and prize draws. We look forward to seeing all our delegates again in Saskatoon for Convention 2015!

Check SUMA's YouTube channel (www.youtube.com/user/SUMAsask) to see videos of the education and breakout sessions, and most of the addresses.



- SAMA has implemented a 2014-2017 funding plan that focuses on building new capacities in the assessment system by employing new technologies and improved business processes. The funding plan translates into tangible benefits for the Province and SAMA's client municipalities in the form of additional property tax revenues.
- SAMA will be hosting its Annual Meeting on **April 16, 2014** at the Saskatoon Travelodge. The Annual Meeting is an opportunity for local governments to meet and discuss assessment policy and consider strategies for the future.
- SAMA is continually working to improve our customer service. Going forward, SAMA is prioritizing maintenance work, and approximately 60% of municipalities have advised the agency of a desired maintenance delivery date. Contact your local SAMA office for more details.
- For more information on SAMA's Annual Meeting 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,
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Thank you to all the delegates who attended our FirstOnSite SUMA Hospitality Night.

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Congratulations 2014 Award Winners

Every year, the SUMA Board of Directors recognizes individuals who have demonstrated a commitment to outstanding service in the municipal field.

On the evening of Tuesday, February 4, we presented 26 SUMA Meritorious Service Awards, given to municipal employees who have given 20 or more years of service. They are granted to appointed municipal staff members to recognize career success, dedication and involvement in the local community.

We also presented three Honorary Membership Awards to council members who have served 20 or more years. These awards are granted to elected officials throughout the province to recognize the long-term dedication to, and involvement in, their local communities.

The presentation wrapped up with the Life Member Award going to Past President, Mayor Allan Earle. This award is chosen by the SUMA Board of Directors and presented to someone whose career exemplifies commitment and dedication to the community, urban government, and to SUMA.

These recipients are unique individuals who demonstrate leadership in their communities and who strive for an improved quality of life and strength in our local governments. SUMA is proud to honour these individuals for their outstanding contributions to the development and prosperity of our communities and urban governments in Saskatchewan.

Congratulations to all award winners on their years of dedicated service!



Front Row (L-R): Lorne Oystreck (*Meritorious Service*), Allan Earle (*Life Member*), President Debra Button, Joan Janzen (*Meritorious Service*), Minister Jim Reiter, Neil Bolton (*Meritorious Service*), Warren Bymoen (*Meritorious Service*)

Middle Row: *Meritorious Service Award Winners* Dan Lamarre, Steve Shtuka, Robert Verville, Greg Campbell, Rick Anderson, Wyatt Evans, Jerry Funk, Georges Hebert, Amedee Lorrain, Cyril Poirier

Back Row: Patrick Doetzel (*Honorary Membership*), Bruce Brown (*Meritorious Service*), Robert Paluck (*Meritorious Service*), Clint Wiebe (*Meritorious Service*), Barry Kowbel (*Meritorious Service*), Henri Lepage (*Honorary Membership*), Kim Gartner (*Meritorious Service*)

Missing: *Meritorious Service Award Winners* Terry Cooke, Tracy Klaptiuk, Mitch Lorrain, Joan Popoff, Rod Smith, Richard Winton, and Veronica Wolski, *Honorary Membership Award Winner* Howard Parr.



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Creating Opportunities

Taxation, Capital Lot Levies, Special Levies and Fees: How do you look at your budget?

By Orvel L. Currie, Municipal Team Leader, D'Arcy & Deacon LLP

We often hear the comment that "a municipality should be run like a business". The purpose behind business is to create revenues, manage expenses and plan for profits. Municipal governments are not a business model in this classic sense. The common business concept is at odds with the nature and role of a municipality. Municipalities exist to provide local services and programs in an efficient and cost-effective manner to their ratepayers. A municipality is to be responsive to ratepayers' needs and offer cost-efficient services while balancing competing ratepayers' desires and managing growth. This is an evolving process and requires forward thinking on the part of elected officials and municipal staff to ensure funds are allocated fairly to maintain existing services while planning for future needs and growth. The typical business notion of profits is never part of a municipal budget.

So what is the correct way to plan and analyze a municipal government budget? The answer is complex. Municipalities budget to revenues. They first determine the ongoing costs of current services, future anticipated services and capital expenditure needs. Then accounting for factors such as inflation, increasing operational costs and shifting public needs, they determine what revenues will need to be generated. Revenue in a municipality is primarily generated by real property taxation, special services levies, capital lot levies and fees. There are legal limits to the methods of revenue generation. Simple bottom line expense management to create low or no tax increases are not a true evaluator of a successful municipal budget. Elected officials are ethically responsible beyond their term to anticipate upcoming expenditures and plan for the future while in office.

This is achieved by shifting spending and/or increasing taxes now for the future. This approach is often viewed negatively. Creating consistent tax freezes year after year in inflationary times will simply result in services being cut and sometimes at a great cost to the ratepayers. One opportunity often overlooked in municipal budgeting is recognizing additional areas of revenue generation. Are there areas of revenue generation in your municipality which will offset the expense of increased services and also offset taxation increases? Is the municipality missing opportunities which would allow them to maintain services while still being able to maintain modest tax increases? Asking questions and knowing where to look for these opportunities can result in better budgets thereby providing efficient cost-effective services to the ratepayers.

Our Municipal Team has a lengthy history of leadership in government relations and has broad ranging experience working with all levels of Canadian government throughout western Canada including municipal, regional, provincial and federal. We regularly advise governments, quasi-municipal entities, associations, businesses and individuals on public policy issues and assist them in effective and timely dealings through regulatory matters. Given our Municipal Team's extensive experience across Canada, we are able to bring the most innovating thinking to municipal practice areas including employment law, development law, commercial transactions, energy, environmental, international agreements, technology, regulatory control and real property taxation in order to provide full government relations advocacy and legal services.

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Contact our Municipal Team at (855) 656-1495, (204) 480-6610 or Orvel L. Currie directly at (403) 541-5287 or (204) 957-6401, via email to municipal@darcydeacon.com or visit us on-line at www.darcydeacon.com.



The Saskatchewan Heritage Foundation Re-focuses Grant Programs: Earlier this year the Saskatchewan Heritage Foundation streamlined its granting programs in order to have the greatest impact in Saskatchewan's communities. For owners of designated Municipal or Provincial Heritage Property, our Built Heritage Grant partners with individuals, groups and corporations to help stabilize and restore these important community assets. We also are proud to share with you that our On-Site Archeology and Paleontology Research Grant can help fund projects that result in new knowledge or a more in-depth interpretation of the site in question. Need more information? Check us out online at www.pcs.gov.sk.ca/SHFGrants. Please note our deadlines have also changed: March 15th and September 1st.

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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.

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Interview with MICHELIN's Lori Doerksen, Earth Mover Tire Sales Manager – Saskatchewan and Manitoba

Q Why is MICHELIN a partner in the SUMAdvantage program?

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- Step 2: provide your SUMA Michelin National Account# 0337378
- Step 3: order and receive the tires for installation
- Step 4: SUMA sends an invoice to you

For pricing, contact **Tania Meier** at SUMA
Phone: (306) 525-4379
Email: tmeier@suma.org

or **Lori Doerksen**
Michelin OTR Sales Manager
Cell: (306) 291-2199
lori.doerksen@ca.michelin.com



Q What special/unique/new products is Michelin offering SUMAdvantage municipalities?

A At MICHELIN we have a passion for excellence in engineering, design, and production. We make sure that each tire is designed and built to meet the highest standards of quality. We offer a complete line of products from passenger tires to heavy equipment tires for the Municipality fleets.

Q What unique services is Michelin offering SUMAdvantage municipalities (savings, service, retreading, etc.)?

A MICHELIN has a National Account for SUMA that offers very competitive pricing for SUMAdvantage members. We also have an extensive network of tire dealers across the province to provide exceptional service.

Q Which Saskatchewan retailers market Michelin products to SUMAdvantage municipalities?

A SUMAdvantage municipalities should check with their local tire dealer to find out if they are an Authorized MICHELIN dealer. Currently they include Kal Tire, Graham's Tire (Regina), SW Tire (Saskatoon), and some Integra Tire locations.

Q How do SUMA members get information on Michelin products and services?

A While I try to update SUMA members with their pricing and special offers by visiting or sending emails, information is also available on MICHELIN products through our website at www.michelin.ca or the SUMA website at www.suma.org. **Tania Meier** and I are also available if members have any questions. Email Tania at tmeier@suma.org or me at lori.doerksen@ca.michelin.com.

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

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

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Election Material	SUMA	306-525-3727	www.suma.org
Lapel Pins	Laurie Artiss Limited	800-667-8168	www.thepinpeople.ca
Long Distance, Cellular and Internet Services	SaskTel	306-525-4379	www.sasktel.com
Municipal Magazine	Municipal World	306-525-3727	www.suma.org
Network and Email Solutions	Lexcom Systems Group Inc.	306-545-9242	www.lexcom.ca
Office Machines	SUCCESS Office Systems	800-667-8173	www.successos.com
Office Products	Supreme Basics	800-667-3690	www.supremebasics.com
Shipping Labels	SUMA	306-525-3727	www.suma.org
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PUBLIC WORKS/PARKS AND LEISURE

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	PFA Canada	800-807-3750	www.pfacanada.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
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Regina Hotel	Travelodge Regina	306-586-3443	www.travelodgeregina.com
Saskatoon Hotel	Radisson (Saskatoon)	306-665-3322	www.radisson.com
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Available on select plans. You won't be charged long distance or daytime minutes for outgoing calls placed within Canada to other SaskTel Wireless customers. Long distance charges will apply to incoming calls received while outside of your local calling area. LD protection applies to calls that originate within Canada being placed to anywhere in North America. LD protection excludes all calls originating in the U.S. Best coverage in Canada is based on coverage availability. Fastest claim is based on comparing SaskTel 4G LTE network service to any other LTE network service in Saskatchewan, based on SaskTel test of average upload and download speeds in large Saskatchewan centres.