

VOLUME 19 NUMBER 2 | SUMMER 2014

# URBAN*Voice*

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

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

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

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#### DISTRIBUTION

Publication Mail Agreement #40065075  
Return undeliverable mail to [lauren@kelman.ca](mailto:lauren@kelman.ca)

#### PUBLICATION MANAGEMENT AND PRODUCTION BY:



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VOLUME 19 NUMBER 2 | Summer 2014

# URBAN Voice

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

## FEATURES

### INFRASTRUCTURE – making the most of your money

|  |    |
|--|----|
| Where do We Start on Infrastructure? .....                                 | 14 |
| Saving Money by Writing a Clear RFP .....                                  | 16 |
| Stretching Dollars by Working Together.....                                | 18 |
| Saskatchewan Heritage Foundation Invests in Historical Infrastructure..... | 20 |
| Planning for Healthier Communities .....                                   | 22 |
| Kindersley Hosts Annual Infrastructure Conference.....                     | 24 |
| Key Questions on Infrastructure Investment.....                            | 26 |
| Powering the Future: Infrastructure Challenges for SaskPower .....         | 28 |

|   |    |
|---|----|
| A Thoughtful Approach to Preserving the Postal Service..... | 34 |
|---|----|



24

## DEPARTMENTS

|                                |    |
|--------------------------------|----|
| President's Voice.....         | 6  |
| Board of Directors.....        | 8  |
| CEO's Voice .....              | 10 |
| Policy Voice .....             | 30 |
| NEW! Legal Services Voice..... | 32 |
| SUMAdvantage Voice .....       | 39 |
| Reach our Advertisers.....     | 44 |



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## IT ALL STARTS WITH PLANNING WELL

Mayor Debra Button, President

*I*nfrastucture. At this point, do any of us hear this word without an accompanying sense of dread, maybe even fear or anger? The infrastructure situation in Saskatchewan is not rosy, and we all know it. So many of us face the challenges of our old infrastructure beginning to break down around us. Then, on top of that, we may be struggling to build new to accommodate our municipality's growth. And if that's not the problem, then it is a stagnant or declining population. Our resident's pockets are only so deep, and our infrastructure needs are anything but shallow.

You also have to be honest and realistic about your community and its services. (Our CEO's presentation at the Municipal Infrastructure Conference in Kindersley covered many of these points, as does his column in this issue.)

Though I can't offer you that million-dollar grant, I encourage you to keep your eyes peeled for opportunities for grants, because every penny counts. The SUMA website ([www.suma.org](http://www.suma.org)) has a list of grants available to urban municipalities, and in this issue, you can read about grants you can use to maintain historical infrastructure. Even if the grant

*"We've done our best to gather ideas that we hope you can put to use in your urban municipality, regardless of size, growth prospects, or individual infrastructure deficit."*

So what can we do to make those dollars go further? I wish I had a magic bullet for you – a hidden grant worth millions, a source for materials, staff or professionals that you can get for free, or a piece of wisdom that makes the solution clear and easy. Instead, we've done our best to gather ideas that we hope you can put to use in your urban municipality, regardless of size, growth prospects, or individual infrastructure deficit.

It all starts with planning well. From asset management to careful writing on your requests for proposals, doing the work up front can save you money in the short and long term.

doesn't directly apply to infrastructure, you can always shift the dollars saved on the grant project onto infrastructure projects.

And of course, we need to work together. That may mean working with your neighbours to deliver services to your region. It could mean working more closely with partners like consultants and those who deliver services. You can save dollars with bulk purchasing and bundling projects.

So, no, I don't have a magic bullet for you. But I hope that these steps and tools can help you make the most of your infrastructure investment. ■

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# Creating opportunities for our clients

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

Public Private Partnerships (P3s) are a rapidly growing trend. The key to truly understanding P3s is to appreciate that they utilize traditional procurement processes for the construction of public sector projects. The primary differences lay in the collaborations between the public sector and private sector, where there is an increased involvement of the private partner for financing of the project and often the long term maintenance of the project. Additionally, because of the value of the projects (generally over \$100,000,000.00), a team of advisors is frequently utilized throughout the project. Commonly, a P3 will have a legal team, a project management team, an engineering team and a fairness advisor. While P3s are trending and have a significant future in the construction of infrastructure projects; traditional procurement and tendering processes remain the most common method of project construction. A case can be made that all projects, regardless of their value, should be addressed by the team approach. In municipalities where they have engineering, legal and distinct department subject matter experts, the team approach is a natural process. For the vast majority of municipalities, the legal, management and engineering teams are outside consultants. There is a natural inclination on smaller projects to reduce costs and avoid the

team approach. This can be costly as the following example demonstrates. A \$650,000.00 project managed by a public sector entity was created without legal or management team members. Two years after construction the project has started to fail. The project requires \$4,500,000.00 in repair and replacement costs. The contractor was insured and it is highly probable they will be held responsible. However, the time frame between the law suit being filed and the actual recovery is now closing on twenty-four months with no definite time frame for completion. The project is operating with serious impediments and not as was intended. Following a review of the procurement process, it appears that no effort was made to qualify the construction contractor who was several hundred thousand dollars cheaper than the next closest bidder. In passing, it also appears that some of the individuals involved believed they were, as a public sector entity, required to accept the lowest tender. This is simply not correct. Most, if not all, requests for proposals contain a *privilege clause* reserving the right to award the contract to the lowest "qualified bidder" offering the "best value". Both terms "qualified bidder" and "best value" have legal significance and the public sector entity lawyer would be able to guide the public sector entity. Tendering and procurement law is centered upon the concept of "fair

process". It is intended to protect the integrity of the tendering process. The essence of this fairness is that all tenders must be treated fairly and equally and no tender should be given or gain an unfair advantage. Once these objectives have been achieved, the process is one of confirming that the tendering party is "qualified" and represents the "best value". Utilizing a team approach should result in the public sector entity lawyer confirming that the tendering process was independent, fair and objective. The public sector entity lawyer should also be involved in creating any requests for proposals, revising pro forma contracts (which comply with the fairness terms) and providing guidance in detailing the scope of the project. The public sector entity lawyer should also review mandatory provisions of compliance and finalize negotiations and terms of the contract once the successful bidder has been selected. Bringing in an experienced public sector entity legal team to commence legal proceedings after the project has failed is an exceptionally costly and time consuming process. With the right advisors brought in at the beginning, there are ways to avoid costly delays. Utilizing the right public sector entity legal team (who understand contract and tendering law - that the deal must be fair to all involved) will lead to a much more successful project outcome.

Our Municipal Team has a lengthy history of leadership in government led P3s and traditional procurement and tendering projects and has broad ranging experience working with all levels of government throughout western Canada. We regularly advise government and private entities and assist them on multi-million dollar procurement and tendering projects. 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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## MAXIMIZING YOUR OWN-SOURCE REVENUES

Laurent Mougeot, Chief Executive Officer

*"Gentlemen, we have run out of money. Now we have to think."*

To put this Winston Churchill quotation in context, I wrote this column after I came back from Kindersley and the 2nd Saskatchewan Municipal Infrastructure Conference. More than 200 municipal officials met to discuss practical options to address their respective capital investment challenges. Having reviewed the outcomes of the New Building Canada Fund, participants agreed on the need to pursue aggressive local strategies to achieve any significant progress on infrastructure renewal. I was asked to share my views on funding options as a panelist, and I decided to focus my comments on considerations for all municipal council to maximize their own-source revenues. After my presentation, some asked me to share my list in print. Therefore, I am taking advantage of this space to share a summary of my presentation, and say thank you to Kindersley for hosting such a great conference.

I invite our elected officials and CAOs to rip this page out of the magazine and use it to generate some proactive discussions on which options are best suited for their municipalities. (*Editor's note: If you want to keep your copy of the magazine pristine, you can also visit our website at [www.suma.org](http://www.suma.org), and print a copy of this page.*)

- ☐ Have you considered sending out two tax bills? Swift Current has been for years, and found splitting education taxes from the main tax notice better informs taxpayers about how much goes to the city and the value those dollars provide.
- ☐ If your community has fewer than 500 people, have you taken a serious look at the age structure of your population? The number of taxpayers may be significantly lower in 10-15 years.
- ☐ Do you know what it costs to deliver each one of the services you offer, and do you tell your residents? Are you able to compare your municipal taxes to other household expenses? Compare the monthly taxes to insurance, power, and gas costs.
- ☐ Have you pegged the right user fees? Do you charge what it really costs? If not, do you know what percentage is "subsidized" by general tax revenues?
- ☐ Have you looked at the levels/standards of services and associated costs?
- ☐ Have you implemented a base tax or a minimum tax rate?
- ☐ Do land-development charges truly reflect the cost of services provided? Are you subsidizing development through general tax revenues meant to pay for existing services and infrastructure?

- ☐ Are you buying competitively and getting the best value for your tax dollars?
- ☐ Are you still providing tax exemptions and abatements? Consider what Yorkton is doing. Charge full taxes, but provide grants where warranted – a much more transparent system.
- ☐ Do you insist in having a full business plan for all of your capital projects, including population forecasts, operating costs, and maintenance/replacement reserves?
- ☐ Are core services fully funded before you engage in other community interests? Councils all over the province are asked to fund housing, health, and education. These are important, but they are not your key areas of jurisdiction.
- ☐ Consider sharing municipal services, including senior municipal staff such as the CAO, CFO, planner, and public works engineer. More than 90 municipalities are already doing so without changing the local governance. Check out [www.municipalcapacity.ca](http://www.municipalcapacity.ca) to see some examples.
- ☐ At a minimum, fine revenues should recover the cost of enforcement. Have you looked at your bylaws lately? Tax revenues are limited and should not subsidize law-breakers.
- ☐ Have a full asset inventory and create life-cycle management plans. Don't put new pavement on top of 60-year-old pipes.
- ☐ Consider joint-use agreements with RMs and schools for your recreation facilities. Residents don't have to be the only ones paying for a facility used by the entire region. Many RMs and neighbouring villages/towns are already using these types of agreements.
- ☐ Some towns even get into profit ventures. Luseland has a great model with their community motel. Green Lake operates the Northern Cattle Ranch!
- ☐ Larger cities should not shy away from the concept of tolls and fares for major infrastructure projects.

Local governments do not have the luxury of waiting for a better 'mouse trap' to fix the infrastructure gap. Everything we do at the municipal level must once again come under close scrutiny to maximize the availability of funds so the appropriate replacement reserves are in place to secure a sound and prosperous future for the generations to come.

In the meantime, as many as 150 urban municipalities have been advised that the growth of their community has been put on hold due to lack of capacity. ■

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# INFRASTRUCTURE

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|   |    |
|---|----|
| Where do We Start on Infrastructure? .....                                  | 14 |
| Saving Money by Writing a Clear RFP .....                                   | 16 |
| Stretching Dollars by Working Together .....                                | 18 |
| Saskatchewan Heritage Foundation Invests in Historical Infrastructure ..... | 20 |
| Planning for Healthier Communities .....                                    | 22 |
| Kindersley Hosts Annual Infrastructure Conference .....                     | 24 |
| Key Questions on Infrastructure Investment .....                            | 26 |
| Powering the Future: Infrastructure Challenges for SaskPower .....          | 28 |

# Where <sup>do we</sup> start on infrastructure?

Rodney Audette, UMAAS President

Over the past few years, infrastructure renewal and capital asset management have really been at the forefront of discussions for municipalities across the province – and across the country for that matter. As municipalities tackle this issue, a main theme arises: “Where do we start?”

In the past, if it wasn't broken we didn't fix it, and we probably didn't improve it, whether it was roads and sidewalks, or water/

wastewater lines and municipal buildings. This has created a world around us that is physically crumbling before our collective eyes.

The position most municipalities are in is really due to a number of common reasons. Historically, capital grant programs provided annual allocations of funding to help just about every municipality build their infrastructure requirements. But 30, 40, and 50 years later, programs are now gone or styled so that not all

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have access to funding. The size of funding allocations has also changed; municipalities need to use more of their own financial resources to see approved projects proceed.

Further to this, municipalities in Saskatchewan were not required to depreciate their capital assets to self-fund the replacement of aged infrastructure when the time came. Although this practice was in use many decades ago by municipal governments, it was discontinued. What do they say about hindsight?

So where does a municipality start in its quest to ensure timely and financially responsible infrastructure renewal?

First, I think, is for a municipality and the administration to learn about infrastructure asset management. By contacting your engineering firm or partners like SEDA and the Ministry of Government Relations, a number of asset management courses and information is available to help municipalities by providing tools and asset management templates. The *Asset Management Getting Started Guide* is available on SUMA's website, if you're looking for a first step.

With the guidance of your engineer or through information at workshops and conferences, the asset information is gathered and compiled in a categorized, systematic way. From here a municipality may then go the next step of creating a replacement prioritization schedule or an asset management plan. This may be time consuming and sometimes financially limiting, however it is necessary to collect and compile the municipality's asset information. Infrastructure replacement requires investment, whether it is tangible or information gathering.

Each and every municipality will have their limitations when it comes to capacities. However, initial work must be done so that the municipality has a clear understanding of asset conditions and asset life expectancies. By becoming educated in asset management and developing an asset management plan, a municipality will start the process of ensuring long-term sustainability of the asset base. Then a municipality will be able to better accommodate the financial responsibilities for infrastructure renewal, and community growth and development. ■



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# Save money

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Beverly MacLeod, Association of Consulting Engineering Companies - Saskatchewan

**C**ouncils identify infrastructure needs to achieve goals for their taxpayers. You establish a budget, and then seek expertise to turn vision into reality. That expertise is provided by consulting engineers and geoscientists, who play a critical role in new municipal infrastructure investment.

How you select consulting services, and how you request the services you want are both key to saving money.

Municipalities must rely on consultants' expertise to translate your vision into a workable solution. Municipal staff has to find a consultant using open, fair, and transparent procurement processes, but these processes are often driven by budgetary controls. Does your municipality get the best value for its investment using these controls? You'd think that choosing the lowest price for the design of an infrastructure project would save money, but it often isn't the best value. Here's why.

The price you pay for a consultant will be based on a combination of what you asked for and what really needs to be done. The quoted price will be based on an understanding of what you require. If your description is unclear, the price you are quoted will not accurately reflect the level of effort

necessary to deliver your needs.

Also, the lowest price may not allow experts to be strategic. Consulting engineering services are not all the same. They will offer different solutions, and bring differing types of expertise based on what outcome you want.

Consider how a consulting firm's qualifications can contribute to informed discussion about your project. Statistics show design work will cost approximately two per cent of the overall project lifecycle costs. However investment in the design work can offer you significant savings in the operations and maintenance phase. These longer-term costs are often overlooked when engaging someone's assistance to design infrastructure.

#### **CLEARLY DESCRIBE WHAT YOU WANT - THE SCOPE**

You will likely communicate your needs through a Request for Proposal (RFP). The single most important type of information to include when writing an RFP is the 'scope' of the project. Don't rush this. It will require a lot of effort to gather requirements, but again, the time you invest here will help save you money.

The best way to describe scope is that it outlines the boundaries of the project – what will be done, and what will not be done. It also outlines who will be actively

involved in the project, whose interests will be affected, and who will exert influence over the project. Before you complete your RFP, it is critical that key stakeholders agree to exactly what the project work will entail.

You may be thinking: "But professionals study for years to become experts in their field. How am I supposed to know how to properly describe what I want? I just know we need to fix a specific problem!"

Think of the information you are going to provide as contributing to a fact-finding mission. You may not know everything the consultants will need, but the more relevant information you can share about your municipality, the better the opportunity to take advantage of value engineering. Remember, you know your community best. Be thorough. Your clarity and thoroughness will help the consultant understand the pre-existing supports and barriers that will affect the delivery of the project.

Here are some tips about what types of information to include when requesting a proposal for the type of infrastructure you want:

#### **PROJECT SCOPE**

Your description of the project will provide the consultant with context and identify your expectations. You should clearly explain:

- why you are seeking proposals (what do you want) – it should start with a 'problem



statement' (what problem you are trying to solve);

- the goal of the project;
- the project description documenting the relationship between the created service and the need the project was undertaken to address;
- what issue(s) the project is intended to address/resolve;
- how the final product/service is expected to perform (for example, how long it will last);
- issue(s) which may complicate the project;
- history relating to or affecting the project;
- the criteria the project needs to meet for it to be considered a success;
- other related projects; and
- any other information that could help the consultant understand what is happening in your environment that could act either as a support or a barrier.

#### YOUR COMMUNITY

Provide a full description, including such things as:

- population;
- significant industries;
- vision, mission, goals; and
- incentives and barriers to growth future development.

Identify existing planning tools, including such things as:

- zoning bylaws;
- official community plans; and
- regional growth strategies.

Describe your community's growth plans.

Other key pieces of information that will help you get the appropriate proposal for your needs include: project timelines; expectations of what the consultant and what the municipality will be responsible for during project delivery; project budget; submission requirements; and clear criteria for proposal evaluation.

Some may still argue that it is difficult for a purchaser to compare the range of services and prices offered by different professional consultants. However, if you have been thorough in providing relevant information, you will be able to tell how well the proposals have incorporated that information. Knowing that you and the consultant are communicating clearly going into a project is a good foundation on which to ensure the best value for your infrastructure investment. ■



*Remember, you know your community best. Be thorough. Your clarity and thoroughness will help the consultant.*



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# Stretching dollars by working together

Amanda Parkinson, Municipal Capacity Development Program

**M**unicipalities around Saskatchewan are finding it increasingly difficult to maintain and sustain infrastructure. It may be helpful for local governments to look at successful examples of communities collaborating for inspiration to move ahead with their own cooperative infrastructure initiatives. There are many benefits to building your region in partnership with other municipalities: enhanced service delivery, cost-effective services, and improved quality of life (just to name a few).

By sharing service delivery, municipalities can pool ideas and resources to come up with better solutions for services in a more cost-effective way. An example of communities working together to enhance service delivery is the work done

by the Northern Regional Recreation Center Inc. Representatives from the Little Red River Band, the RM of Buckland, and the community at large came together to build a partnership for social, sport, and recreation enhancement.

The group envisioned a concept for coordinating resources to revive a deteriorating recreation facility located in the RM of Buckland to serve the growing population and the young Aboriginal population of the region. They reached a funding agreement and entered into a lease with the RM of Buckland for the operation of the recreation facility. The partnership is unique between First Nations and municipal government in recognizing the strength of collaboration for regional benefit.

The relationship has expanded, with Peter Ballantyne Cree Nation recognizing the benefits and adding to the partnership. The facility has benefited youth with after-school programs and created economic growth for the region.

Municipalities that work together can expand services at a lower cost. Cooperative approaches can take advantage of economies of scale and reduce per unit service delivery. You can reduce your costs with operational efficiencies. Instead of each municipality providing services to their residents, a cooperative region will ensure that the services and facilities are not duplicated, resulting in a more efficient use of resources. Municipalities can share the investment and the

risks when they work together on projects. Bulk buying of gravel and sharing maintenance equipment is a cost-effective approach municipalities could explore to improve infrastructure.

When municipalities partner on projects, it can strengthen the region by reducing the competition and building better infrastructure. Communities in southeast Saskatchewan realized this potential and formed the Rafferty Regional Water Committee. Eight urban and rural municipalities agreed to create a recommending body to explore the possibility of developing a water pipeline for residents in the region.

The committee successfully determined a cost-sharing agreement to complete a feasibility study, and decided to go ahead with the project. By working together, the region will soon be able to provide valuable infrastructure to the residents of all eight municipalities. The installation of this infrastructure would not have been an option for the small communities had they not banded together.

A stronger region also means a stronger voice. This can be seen in the establishment of the primary weight corridor between Highways No. 47 and No. 39. There are formal agreements between four southwest rural municipalities and the provincial government for the construction, upgrading, and maintenance of the corridor. The four municipalities also met with oil companies in the area and with major stakeholders.

Improved road maintenance and traffic flow are benefiting the region. The primary weight road to the urban communities opened up opportunities for expansion and revitalization of the area. Open communication and cooperation in the region helped the municipalities present a united, strong voice to initiate a successful infrastructure project.

Municipal partnerships can also improve the quality of life in the region. The effective use of partnerships to leverage resources, spread innovative ideas, expand service choices and lower costs promotes improved quality of life.

The new medical clinic in Cabri is a prime example of the effective use of partnerships. The clinic, which includes an apartment for health professionals working in the area temporarily, is a key piece in the strategy to maintain consistent health care and attract doctors to the area. Clinic construction was funded through support

from nine municipalities in the region and innovative fundraising. The clinic has been a great success and improved the quality of life for residents of Cabri and all the surrounding communities.

Many municipalities do not have the financial or technical resources to manage infrastructure initiatives on an independent basis. It could be beneficial for communities to work together to

plan for sustainable infrastructure. This is where MCDP can help by identifying municipalities' needs and priorities, motivating them to follow through with plans and agreements and work together to meet their goals.

If you would like more information on MCDP or the services we provide, please email us at [info@municipalcapacity.ca](mailto:info@municipalcapacity.ca) or visit our website at [www.municipalcapacity.ca](http://www.municipalcapacity.ca).



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## Saskatchewan Heritage Foundation invests in Saskatchewan's *historical infrastructure*

Amanda Clark, SHF Communications Advisor

Every spring, as temperatures rise and the snow melts, many of our roads reveal the wear of another Saskatchewan winter. Cracks zigzag across the pavement, dividing lines need new paint, and potholes pock streets, alleys and parking lots. Infrastructure such as roadways receives ample attention from the people within our province – taxpayers, government officials, and visitors to the prairies – yet few people support, or are even aware of, the immediate need to maintain our historical infrastructure.

Since 1991, the Saskatchewan Heritage Foundation (SHF) has invested in the conservation of our province's historical infrastructure. A Crown agency housed within the Ministry of Parks, Culture and Sport, the SHF works with individuals, community groups, municipalities, and corporations to help restore historical architecture, maintain sites of historical significance, and preserve our province's rich and vibrant history.

Historical buildings and archeological sites are essential to our province's history. Each brick, window and roof beam tells a unique story about the people and eras of ages past. Historical infrastructure, defined as those historical physical or organizational structures necessary for the operation of a society and its economy, are present in communities across the province. They include Municipal and Provincial Heritage Properties, and National Historic Sites such as the Melfort Post Office and the Yorkton Brick Mill. Archeological and paleontological sites such as the Original Humboldt Telegraph Site also make up our historical infrastructure. These sites are tourist attractions, places of pride, and sites of operational value. Yet as harsh winters and neglect continue to erode such infrastructure, many of our historical gems begin to deteriorate.

To help maintain our province's historical resources, the SHF invests in properties and sites through its Community Partnership Programs. We offer two programs: *The Built Heritage Partnership Program* awards financial assistance to help support the stabilization and restoration of designated heritage properties, and the *On-Site Archaeology and Paleontology Research*

*Program* provides funds to help with the expenses of on-site research. Applicants to both programs may apply for up to 50 per cent of eligible project costs. The SHF's Board of Directors reviews applications twice each year. Application deadlines are March 15 and September 1.

Over the past five years, the SHF has fielded 408 applications and invested more than \$1.4 million in provincial heritage projects. One project included the exterior restoration of Melville's City Hall. Constructed in 1912-13, the site received funding from the SHF in 2012, and enhanced its exterior appearance with the installation of historically accurate windows and doors. Not only does the maintenance of this historical site conserve the rich history of the structure and its community, but it also allows the hall to remain a fully operational site to be utilized by the city and its surrounding community.





The importance of historical conservation is further supported through the SHF's ownership of the Claybank Brick Plant National Historic Site near Avonlea. An important and interesting remnant of Saskatchewan's industrial past, Claybank keeps the past present by offering engaging tours during the tourist season. The preservation of this historical infrastructure attests to the province's former leadership in brick manufacturing and remains a place of communal pride for residents of Avonlea and surrounding area. To learn more about Claybank, visit [www.pcs.gov.sk.ca/SHFClaybank](http://www.pcs.gov.sk.ca/SHFClaybank).

The SHF also advises citizens who are working to conserve historical properties. The SHF's board advises the Minister of Parks, Culture and Sport when names are proposed for geographic land features and when nominations are put forward for the designation of Provincial Heritage Properties. When an applicant applies for program funding, the SHF sends a knowledgeable technical advisor – at no cost to the applicant –

to survey the site in question and conduct a comprehensive analysis on areas that require maintenance. Not only does this approach identify any of the site's structural issues, it also works to conserve a site in the best and most efficient way possible.

By investing in heritage projects across Saskatchewan, the Saskatchewan Heritage Foundation contributes to the continued growth of our province. Historical infrastructure, such as that supported by Community Partnership Programs, enrich the well-being of our province by enhancing communal identity, fostering a richer sense of place, and bettering the quality of life for all citizens.

If you have questions about the conservation of historical infrastructure in your community, visit the SHF booth at the Municipal Marketplace Tradeshow during SUMA's annual convention and talk to the friendly SHF staff. You can also visit the SHF website at [www.pcs.gov.sk.ca/SHFGrants](http://www.pcs.gov.sk.ca/SHFGrants) or call 306-787-2105.

As we repair the cracks, wear, and water damage of another unforgiving winter, isn't it time that we act upon the deterioration of our historical infrastructure as we do the potholes that dent our roads each year? ■



**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](http://www.pcs.gov.sk.ca/SHFGrants). Please note our deadlines have also changed: March 15th and September 1st.

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- 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](http://www.sama.sk.ca).

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



## Planning for *healthier* communities

Megan Jones, Public Health and Community Planner

The words “infrastructure” and “deficit” are heard more frequently in the same sentence as our roads, water systems, and recreation facilities reach the end of their useful life and require replacement and/or serious upgrades. Considering that many of our communities were constructed in the same time period, it is not a surprise that many communities face similar challenges when it comes to replacement and/or upgrades. Add to that a dispersed population, a country with an expansive land mass, and population increases and you have a hefty price tag to renovate, replace, or build new within our communities. Providing basic infrastructure often takes priority over active infrastructure such as bike lanes, trails, sports fields, parks, and sidewalks.

The national recreation infrastructure deficit was reportedly between \$15-25 billion in 2005-06. Deteriorating facilities are costly to operate (the Canadian Parks and Recreation Association calls them “energy hogs”) and emergency repairs are taking funding that could be otherwise spent on active living programs and services for residents. This deficit poses a barrier for municipalities offering what the municipality needs for recreational infrastructure; they are simply trying to keep up.

Utilitarian transportation infrastructure such as bike lanes, sidewalks, and trails can greatly contribute to active living initiatives in small urban municipalities. These infrastructure components allow residents to transport themselves to work, school, the grocery store, and other areas in town. However, statistics on the status of active infrastructure such as bike lanes and sidewalks are more difficult to extrapolate because the infrastructure itself does not exist and/or information has been categorized with other types of infrastructure (vehicular roadways). Utilitarian transportation in a small urban setting may take a different form than in a larger urban environment. Because of long distances, it may not be possible to easily go between communities, but does infrastructure in your town, village,

or resort village support active transportation within its boundaries?

There is a growing body of evidence that links active infrastructure and health outcomes such as some forms of cancer; cardiovascular, chronic respiratory and musculoskeletal diseases; diabetes; mental illness; and neurological conditions. Chronic disease treatment accounts for 60 per cent of our national health budget. If you consider indirect health and societal costs associated with chronic diseases, economic productivity and social benefits, active infrastructure is a wise investment.

As a result of this kind of research, the Health Promotion department in the Regina Qu'Appelle Health Region (RQHR) has been increasing their involvement in important infrastructure, policy and planning initiatives in communities within their

Active infrastructure can be broken down into three major categories based on type of use:

- 1 Recreation-** used for recreation and sport purposes and include ‘green’ infrastructure such as parks and open spaces.
- 2 Utilitarian-** bike lanes, sidewalks, and trails.
- 3 Recreation and Utilitarian-** infrastructure that can serve both recreational and utilitarian purposes.

## *The quality of all infrastructure plays an integral role in offering a high quality of life to the residents of the community.*

region. The RQHR worked with the Town of Grenfell to conduct a Rural Active Living Assessment (RALA) and create an action plan. Despite the name, the RALA focuses on small urban communities – like Grenfell – not rural municipalities.

An RALA allows a community to gain an understanding of existing indoor and outdoor facilities, programs, policies and services that foster or inhibit active living by using the following three tools:

1. Community-Wide – An overview of the community demographics, characteristics, and existing educational and recreational facilities.
2. Program and Policy – Looking at the existing community and school programs and policies.
3. Segment – Taking a more detailed look at a segment of the community.

Completing an action plan allows your community to explore their desired destination (vision statement) and the preferred route (quick-win actions and long-term goals). It's like a road map to a healthier community.

Once you have determined what exists within your community, it is important to communicate the opportunities to your residents. If residents don't know it's there, they won't use it. Your method of communication is also key! Use different media (electronic, social media, newspaper, newsletter, and any other mechanism you can think of) to reach all generations, income levels, and geographic areas. Promote the opportunities to residents and potential visitors.

The construction and maintenance of safe, effective and efficient active infrastructure can have numerous benefits to a community:

- Less road maintenance with fewer and simpler repairs: More people cycling, running, and walking to their destinations means fewer vehicles damaging your roads.
- Healthier people: Making walking, running, and cycling safe and convenient makes it much easier for people to build physical activity into their daily lives.
- Healthier environment: Enabling people to cycle, walk or run for some of their short trips can help

our communities efficiently address numerous environmental challenges, from air pollution to climate change to groundwater recharge.

- **Healthier economy:** Creating dynamic, connected communities with a high quality of life that catalyzes small-business development, increases property values, sparks tourism, and encourages corporate investment. Active transportation offers economic benefits to families by providing transportation options that don't run on gas or diesel.
- **Mobility for all:** Children, seniors, the visually or physically impaired, those with lower incomes, and those who choose not to have access to a car are among the groups that benefit most when you improve opportunities to cycle, run, or walk.

You can make your active infrastructure dollars go further by:

- **assessing** the current status of your active infrastructure;
- **creating** a vision statement;
- **determining** quick-win and long-term actions for your community;
- **expanding** existing infrastructure to accommodate year-round use (programs, policies, operations);
- **including** residents in the assessment, planning and development stages;
- **considering** the local context in planning and implementation; and
- **collaborating** with others – for example, the RQHR and the Town of Grenfell.

Like any road map, you can't determine a route (action plan) without knowing where you are now (RALA) and where you want to go (vision statement). The quality of *all* infrastructure plays an integral role in offering a high quality of life to the residents of the community.

You can find the RALA and Action Plan created for the *Healthy Canada By Design* CLASP (Coalitions Linking Action and Science for Prevention) Initiative at <http://hcbd-clasp.com/members-only-hcbd-webinars-panel-presentations>.

For more information on conducting an RALA and action plan in your community, contact:

[healthpromotionrqhr@rqhealth.ca](mailto:healthpromotionrqhr@rqhealth.ca). ■



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# Kindersley hosts annual infrastructure *conference*



Mayor Rodger Hayward, SUMA Vice-President of Towns; Hon. Jim Reiter, Minister of Government Relations; and Councillor Dave Marit, SARM President

**T**hemes of strategic planning and pursuing regional partnerships resonated as top priorities for delegates at the 2<sup>nd</sup> Annual Saskatchewan Municipal Infrastructure Conference held in Kindersley, April 15-16, 2014. More than 200 municipal officials and industry experts from across the province attended the event at the Kindersley Inn. Fittingly, the hotel's expansion and adjacent 11th Avenue sidewalk construction project were among the most recent infrastructure developments to take place in Kindersley. Organizers hoped the conference would give delegates the tools to move from the topic of 'why' to address infrastructure assessment, planning, and management to 'how.'

Honourable Bill Boyd, Minister of the Economy and MLA for Kindersley,

and Kindersley Mayor John Enns-Wind provided opening greetings. Then SUMA CEO, Laurent Mougeot, reminded attendees that municipalities "need to get better at communicating to the public what we mean when we talk about infrastructure."

From there, the conference followed a strategic progression of thought, beginning with a discussion about the federal and provincial governments' efforts to maintain support for municipal infrastructure. Honourable Jim Reiter, Minister of Government Relations, participated in this introductory session with SARM President, Dave Marit and SUMA's Vice-President of Towns, Roger Hayward.

Minister Reiter acknowledged that there is a huge "pent-up demand" for infrastructure funding in Saskatchewan, and that

the province is actively seeking to alleviate some of the pressure with additional funding and revenue-sharing programs.

Later presentations explained how to start an infrastructure and asset capacity plan, and how to engage in effective community consultations. These presentations, offered by reps of Associated Engineering, AECOM, and Group 2 Architecture, provided beneficial insights for both municipal staff and elected officials.

A closer look at the distinct role of the asset manager and the creation of an effective asset management plan was the focus of Tuesday's afternoon sessions. SaskPower Vice-President Guy Bruce offered an overview of the next steps in the Crown corporation's power grid expansion, followed by detailed methodology

on asset management presented by reps from Citywide, VEMAX, and the Canadian Network of Asset Managers. The Town of Shellbrook's asset management plan was used as a reference for other communities to relate to the process, and Town of Kindersley CAO Bernie Morton highlighted the 11 distinct plans that form the basis for Kindersley's 2012-14 growth plan.

Guest speaker David White offered welcomed laughter and motivation Tuesday evening on how communities should remain end-goal focused and not averse to a few course corrections when necessary. This lets municipalities remain resilient and progressive in the face of continual infrastructure demands affecting the economic and social stability of communities.

Infrastructure funding was the focus of discussion on day two. Vickie Newmeyer, general manager of Community Futures Meridian, spoke on the role of small business, the economic impact that results from good community planning, and how investing in infrastructure is good economic policy that benefits all. Perhaps the most engaging session discussion at the conference involved panelists Laurent Mougeot of SUMA and Keith Comstock of Saskatchewan's Ministry of Government Relations. They offered frank input on the amount of infrastructure money available for municipalities, and guided attendees in understanding how to better present the topic of infrastructure spending for the general public.

Paying for infrastructure continued to be a hot topic, as delegates mentioned the impacts to the property tax base, the need for increased funding from other levels of government, and the importance of development fees to pay for the cost of growth. Representatives from Miller Thomson and Parkridge Consulting discussed the realities of the Public Private Partnership (or P3) funding model, and offered varying perspectives on its suitability for Saskatchewan municipalities, particularly those with smaller populations.

Skillfully presiding over the two-day conference was Master of Ceremonies Steve McLellan whose entertaining and well-timed commentary provided a comfortable flow between sessions.

All conference presentations will be published online at [www.municipalinfrastructureconference.ca](http://www.municipalinfrastructureconference.ca). Details on the next Saskatchewan Municipal Infrastructure Conference will be provided there soon. ■



Claude Séguin, CityWide Solutions; Karen Gasmo, Canadian Network of Asset Managers; and Bernie Morton, Kindersley CAO

## The way recycling is funded is changing in Saskatchewan. [www.multimaterialsw.ca](http://www.multimaterialsw.ca)

You might have already heard about **Multi-Material Stewardship Western (MMSW)**, which as of January 1, 2015, on behalf of its business members, will provide Saskatchewan municipalities and First Nations with funding to operate efficient and effective recycling programs for residential waste packaging and paper.

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MMSW has run three information sessions for municipalities and First Nations over the last few months to explain how the program works and its benefits. You can access all that information including Q&As from each session on our website: [www.multimaterialsw.ca/collectors](http://www.multimaterialsw.ca/collectors)

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# Key questions on infrastructure investment

Shantelle Lipp, Saskatchewan Heavy Construction Association

**T**here's saying by Anthony Robbins: "If you do what you've always done, you'll get what you've always got."

Changing the mindset has become the new reality for many Saskatchewan municipalities. With the change in funding distribution at the federal level, provinces and municipalities have to find alternative ways to fund their large infrastructure projects.

In Saskatchewan, to say there's more work to do is an understatement. In a province with the most roads per capita than any in Canada, we need to invest in core infrastructure just to maintain our current level of productivity. Heavy construction in Saskatchewan makes a significant economic contribution to the provincial economy, directly and indirectly generating almost \$5.1 billion in 2012. That contribution is the equivalent of seven per cent of the provincial GDP. To put that into perspective, it's like holding 145 Grey Cups in Regina every year.

Provincial economic impact aside, at the end of the day everything is local and many communities across the province are looking at how they will tackle their infrastructure challenges. This issue was top of mind at the Saskatchewan Heavy Construction Association's spring meeting, where we challenged a panel of business executives and key elected officials to tackle several key questions.

#### **HOW AND WHERE DO WE INVEST TO IMPROVE THE PROVINCE'S PRODUCTIVITY, OUR ECONOMIC COMPETITIVENESS AND GROWTH?**

The challenge is that there are always competing forces vying for funding dollars. When it comes to investing in core infrastructure the focus needs to be strategically targeted at economic hubs, trade gateways, and public transit systems.

As **Richard Florida**, Director of the Martin Prosperity Institute at the University of Toronto's Rotman School of Management said, "Investments in infrastructure are expensive but they are among the best investments a government can make. Our infrastructure shapes the long-run prosperity of our economy, society, and communities. Economic development turns on more intensive and productive use of space, and also on increasing the velocity of moving people, goods and ideas. The infrastructure we build now can help stimulate demand and provide good jobs for people who need them and plays an important role in preparing our economy for the future."

#### **WHAT ROLE SHOULD THE FEDERAL, PROVINCIAL, AND MUNICIPAL GOVERNMENTS PLAY?**

All three levels of government must continue to champion the need for a long-term, permanent plan. Governments at all three levels need to be committed to investing in infrastructure and not fund their core infrastructure on an ad-hoc

basis. It would also be beneficial to share those plans with the industry. Allowing the industry more time to future cast their capital expenditures, source and haul materials, and line up labour resources will result in more competitive project bid prices.

#### **WHAT'S WRONG WITH HOW WE DO IT NOW, AND WHAT'S THE FIX?**

Funding requirements are still very prescriptive. Decisions on when, where, why, and how to build up our core infrastructure must be strategic. Funding programs must be flexible and cannot be created with a one-size-fits-all mentality. Rural municipalities' needs are vastly different than those of the urban municipality. Governments need to work together on their growth strategies. Senior levels of government should provide assistance to municipalities in developing business plans so they can make the proper decisions on financing larger projects. Though this is never seen as a popular move, communities may need to begin taking a serious look at the option of implementing user fees to help pay for the maintenance of their core infrastructure.

P3s are a necessary reality to keep up with growth, but some say P3s in a market like Saskatchewan can have a negative impact on some small- and medium-sized businesses. It's harder for these companies to obtain funding and acquire resources or materials in order to

compete. Quite often local contractors will take on a subsidiary role when it comes to P3s. P3s, however, do have advantages; leveraging partnerships through P3 funding models continues to ensure there is some cost-sharing mechanism for large municipal capital projects and allows municipalities to transfer some of the risk outside the municipal tax base.

P3s also often better utilize the knowledge and expertise of the industry players and encourage the use of innovation, which in turn can extend the life cycle and reduce maintenance costs of our infrastructure. In order to be most effective municipalities need to apply an equal level of attention to project definition and delivery for conventional, publicly funded projects delivered by alternative methods such as P3s.

#### **WHAT ASSURANCE MECHANISMS RELATED TO TRANSPARENCY AND ACCOUNTABILITY SHOULD BE PART OF THIS SOLUTION?**

Plans need to be reviewed annually. Municipalities should also adhere to sound asset management policies and accrual accounting. Using alternative means of infrastructure funding have a learning curve and municipalities would be encouraged to include industry in their plan and adjust the plan as required.

#### **WHAT ARE THE REGIONAL STAKEHOLDER ROLES IN ADVANCING THESE OBJECTIVES?**

Looking at infrastructure requirements regionally allows for more effective planning and budgeting on larger scale projects. Tendering projects on a larger scale makes it easier to attract industry and can help to reduce costs. Including industry in the planning process can also affect work how soon projects can begin, as it lets industry players build these projects into their capacity plans.

Recently the Saskatchewan Heavy Construction Association created an Urban Infrastructure Committee. The purpose of the committee is to unite decision makers from industry and municipal government define areas of concern, help with project planning, and work together to tackle challenges before projects begin construction. It is also a way for industry to become a more active participant in the planning process, and for municipalities to access industry knowledge and expertise when they are looking at how best to tackle some of your infrastructure challenges.

These are important questions that needed to be asked. There are definitely

challenges to growth, but there are also opportunities. Though many people think that core infrastructure – which includes roads, utilities, water, sewage, and much more – is solely the basic physical system of a community's population, in actuality, these systems are essential for enabling productivity and the overall well-being of our economy. Building and maintaining core municipal infrastructure systems is

more than just a simple financial decision; strong core infrastructure allows all levels of government to deliver important services such as healthcare, education, and social services.

The members of the Saskatchewan Heavy Construction industry are the movers and shakers of Saskatchewan's heavy civic construction industry. If the earth moved, it was us! ■



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# Powering the future: Infrastructure challenges for SaskPower

It's the last storm of spring. The wind howls, whipping trees and power lines around as if they are string. Wet snow pelts down from above. The temperature isn't below freezing, but it's the kind of cold that still chills you to the bone in minutes.

A lineman awakes at the sound of a ringing phone. There's been an outage and hundreds are without power. In minutes, he's dressed and out the door – on his way to locate the cause of the problem.

It's not the best time to be working outside, but it's what needs to be done. With wind-burnt skin and frozen limbs, the lineman finally fixes the issue. Power is restored. The sounds made by appliances and electronic devices as they turn back on are heard in homes around town.

What caused the outage? SaskPower's aging infrastructure.

## HOW TO PREVENT IT

It's not a new story, but outages due to aging infrastructure are becoming more common in recent years. Today, about 40 per cent of unplanned outages in the province are caused by the condition of the electrical system. The state of SaskPower's infrastructure has reached a critical stage.

The current electrical system is expensive to maintain and operate, and may be less efficient than newer technologies. It's getting old and more likely to fail. Most of it was built 30 to 50 years ago.

There are more than 1.25 million wooden poles in Saskatchewan – more poles than there are people. The average age of those poles is almost 38 years. Their life expectancy is 50 years. But more than a quarter of the distribution poles were installed in the 1950s, during rural electrification. We've been pushing the limits by extending their life span.

SaskPower maintains 308 meters of power line per customer. This is longer than two football fields. And those lines are operating at their absolute limit.

To ensure outages are kept to a minimum and ensure customers have the power they need for today and the future, the system needs to be renewed and rebuilt. If it doesn't start to happen now, there will be more system issues and outages.

## A PLAN TO POWER THE FUTURE

SaskPower has a plan. Just like it had a plan to bring power to thousands of rural families in the 1940s, 50s and 60s – changing the lives of farmers around the province in the process – it has solutions that will serve the people of Saskatchewan in this new age of growth and prosperity.

It's a plan that's sustainable. It balances the economic, environmental, and social needs of Saskatchewan. It also commits to a diverse mix of generation options. And it will meet the province's needs until 2020. Beyond that, a 40-year outlook will help guide long-term planning.

A plan for the long term couldn't come at a better time. In 2013, demand for power increased by 6.4 per cent – the highest annual growth in 20 years. By 2050, it's expected to double.

About \$1 billion will be invested each year for the long term to renew and rebuild the electrical system. When you receive your next power bill, keep in mind that 41 per cent of it will pay directly for infrastructure work. This goes for each bill you receive in 2014.

You work hard for your money, and SaskPower will work hard to invest it in the right ways. By investing today, the power will be there for you tomorrow.



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#### A TIME OF CHANGE

SaskPower has been part of this province since the early days. Its employees – including the linemen who get up in the middle of the night to fix an outage – are your friends, family and neighbours.

They share your worries and concerns, because they're customers too. When the power goes out, they wonder why. And they're concerned about rising rates as well.

They also know people are using more power than ever before. In 2013, we set a new record high for power used by customers at one time – a seven per cent increase over the previous year's record. But it wasn't the first time this has happened; record amounts of power usage have been set for three consecutive years.

Saskatchewan is growing steadily, meaning more people are calling this province home. We used to have all the power we needed, but the system that was built 50 years ago isn't equipped to handle this many people. Meeting growing demand and customer expectations with failing equipment is like pushing a cart uphill on square wheels – it's impossible to do.

It's a challenge, but people in this province have never shied away from challenges. Let's move forward together.

#### JUST THE BEGINNING

The future is bright for Saskatchewan and its people. SaskPower will be there along the way, keeping the lights on so the path remains bright. It's just the beginning of a very exciting time.

In 2013, a record \$1.3 billion was spent on capital investments. This is up from \$981 million spent in 2012. More than 37 per cent of the company's expenses were capital-related.

Serving the people of this province is the number one priority and your power company has been there for you since 1949. It will continue to be there for every person in this province, delivering them reliable, affordable and sustainable power.

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# OUR TEAM HAS BEEN BUSY

Sean McEachern, Director of Policy and Communications

SUMA's Policy and Communications team works hard to promote, protect, and defend the interests of urban governments in Saskatchewan. We aim to ensure the voice of urban governments is heard and that we deliver results to our members that are in their best interest.

As the association representing urban governments, SUMA is engaged in a wide range of issues, and the Policy and Communications group is always included. The group is regularly involved in consultations and committees. We also work on research projects, develop reports, and address the daily inquiries from members on things affecting their community.

SUMA welcomed a new member to the Policy and Communications group. **Steven Dribnenki** joined SUMA in January following the departure of **Che-Wei Chung**. Steven will be the lead staff member on all environmental issues. He will also deliver SUMA's legal services program to members. More information on this program is available on page 32.

Recently, Policy and Communications has been working on the following issues:

## Consultations

In many cases, changes to provincial legislation and regulations have an impact on urban governments. SUMA is often consulted on these proposed changes. In the past few months we have provided the urban perspective on the proposed municipal annexation compensation guidelines, *The Local Government Election Act*, *The Government Relations Administration Act*, *The Planning and Development Act*, *The Assessment Appraisers Regulations* and *The Assessment Appraisers Act*, and *The Municipalities Regulations* related to municipal debt limits and own-source revenues.

In every consultation we examine the changes to ensure they are in our members' best interest, and we often engage members, both elected and non-elected, to test the potential impact on local operations. Participating in consultations is time intensive, but it is an important part of the service we provide to our members.

## Regional Recreation Collaboration

In partnership with the Saskatchewan Parks and Recreation Association, SUMA has initiated a research project on Saskatchewan practices for regional collaboration on recreation services. Eventually, we will develop a guide to help local governments establish regional partnerships on recreation.

Local governments recognize the value and benefits parks and recreation services offer to individuals, families and communities. You provide a variety of services and facilities that support and meet the recreation needs of your citizens.

## Multi-Material Recycling Program

The Multi-Material Recycling Program is scheduled to begin in January 2015. SUMA continues to play an important role in the buildup to the launch of this program. Multi-Material Stewardship Western (MMSW) will be representing industry and is responsible for funding the program. In April, MMSW and SUMA sent out information advising local governments interested in participating in the MMRP to advise MMSW of your interest. Once MMSW has compiled a listing of all interested municipalities, service agreements will be sent out for signature. SUMA will monitor the progress of this program and advise members of important deadlines. For more information on the program visit [www.mmsk.ca](http://www.mmsk.ca).

## Recycling Infrastructure Grant Program

The Ministry of Environment launched the Recycling Infrastructure Grant Program in early February. This is a cost-shared program (60 per cent municipal/40 per cent grant) to help local governments and regional waste authorities purchase the basic infrastructure needed to start a residential recycling program or expand a current service. Eligible assets include depot bins, scales and trailers for transportation. SUMA is administering the program for the ministry. Deadline for applications is June 30. Information on this program can be found on our website at [www.suma.org](http://www.suma.org).

## Environmental Code Landfill Research

SUMA has heard members' concerns about proposed changes to landfills standards in the new Environmental Code. SUMA prides itself on using factual, evidence-based data, rather than anecdotal evidence. So we are engaging the services of a landfill expert from the University of Saskatchewan to collect, process, and analyze information from our members to establish potential costs for urban governments to upgrade their landfills to the proposed standards.

We expect the work to be finished this summer. We will use the information to establish a firm position on the proposed changes and provide members with an estimate of potential costs.

## Advocacy Days

On April 30 and May 1, SUMA Board members met with provincial Cabinet Ministers to discuss items of interest to urban governments. The board met with the ministers of Government Relations, Environment, Parks Culture and Sport, Highways and Infrastructure, Justice, Corrections and Policing, Social Services, Crown Investment, Health, and Rural and Remote Health. Board members talked about infrastructure, housing, fire revenue, recycling, the Environmental Code, health capital costs, property tax deferral program, alternative enforcement options, and policing costs.

## We are regularly involved in consultations and committees, research projects, developing reports, and addressing member inquiries.

The Board views this initiative as an excellent way to share our members' concerns with Cabinet Ministers in a face-to-face setting. The Board intends to engage ministers like this each year.

### Enhancing Communications – Social Media

During Convention 2014, SUMA ventured into the world of social media. We now have a Twitter handle and a Facebook page to communicate with members and to connect with the public and government officials to promote the interests of our members. Follow us on Twitter @SUMA\_Amplify, and Like us on Facebook ([www.facebook.com/SUMAamplify](http://www.facebook.com/SUMAamplify)).

### Infrastructure

Access to infrastructure funding for urban governments continues to be a SUMA priority. For years we have been waiting for a new program from the Government of Canada to replace the previous Building Canada Fund. In the 2013 federal budget the government outlined the amount of funding that would be made available. The details of the program were released in February 2014 and in March, the federal government officially opened their new program for business.

Unfortunately, as details of the program were released it became evident that the level of funding is low and some program changes are not favourable to urban governments. For example, local governments can no longer use Gas Tax Funds as their one-third contribution to a project. Currently, the Government of Saskatchewan is not accepting applications because the agreements with the provinces have not been signed. For now, we can only hope that progress will be made soon so members don't miss another construction season.

### Alternative Enforcement Options

SUMA, SARM, and the RCMP have been collaborating with the ministries of Justice, and Corrections and Policing for more than a year to develop a special constable model to meet municipal needs for bylaw and traffic enforcement.

The government has presented a proposal that would have some of these special constables perform bail supervision and prisoner transport duties, for which the municipality would be compensated. The Minister of Justice currently appoints special constables on a case-by-case basis. The new model will follow the same basic process, but will provide some consistency to appointments and establish standards for training, identification, and duties.

SUMA continues to support the concept of special constables as one of the enforcement options for urban municipalities. We continue to push for appointments to be shared between municipalities with minimal administration and for the province to be responsible for administering standards for uniforms/deportment, training, badges, and identification cards.

### Fine Revenue:

The province currently collects fine revenue from the enforcement of *The Traffic Act*, holds back 25 per cent for administration and court representation costs, and then returns the other 75 per cent to the municipality in which the offence occurred – but only if it is on a list of 108 grandfathered municipalities entitled to fine revenues. All other fine revenue goes to the province's General Revenue Fund. The 108 municipalities were generally grandfathered on the basis of population (towns with a population below 500). Changing population and policing costs have made the grandfathered list somewhat arbitrary.


SUMA has worked with the Ministry of Justice on a new fine revenue distribution model that would see fine revenue distributed in proportion to the amount a municipality pays toward policing each year. This amount would be deducted directly from the bill each municipality receives for policing. This arrangement would exclude local governments with direct contracts with the RCMP or their own municipal police force.

The ministry has discussed including fine revenue from tickets issued on all roads in the province, other than provincial highways. This would mean an additional \$1 million in fine revenue available for distribution, less a 25 per cent administrative fee for the province. SUMA will continue to pursue a resolution to this ongoing issue. ■



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# SUMA LEGAL SERVICES TAKES FLIGHT

Steven Dribnenki, Policy and Legal Advisor

Welcome to the first SUMA Legal Services article! I joined the Policy and Communications team to serve SUMA not only as a Policy Advisor, but also to begin a legal services program for SUMA members.

The goal of SUMA Legal Services is to help members with legal issues and keep you up to date on decisions and trends in municipal law. Services will include a call-in service for urban municipality administrators, city managers and chief executive officers, and providing legal materials and resources, including case commentaries on new court decisions that may affect your community. This service does not create a solicitor-client relationship and is not intended to replace your community's solicitor, but is to help identify an issue on a timely basis or stop problems before they occur.

Speaking of important municipal law cases, at Convention 2014 we heard lots of discussion on dealing with dilapidated properties. The Saskatchewan Court of Appeal decision in *Kaushik v Town of Kamsack*, 2014 SKCA 25, illustrates some of the opportunities of investigation with warrants to enter, but also



## Ensure your bylaws are up to date and include the full range of powers available to municipalities.

the challenges of enforcing nuisance abatement bylaws. The decision also confirms that urban governments are held to a high procedural fairness standard in ensuring affected individuals can present submissions and respond to the case against them, particularly when decisions result in serious consequences.

At issue in *Kaushik* were three dilapidated residential properties in Kamsack. In February 2011, the town contacted the owners requesting permission to inspect the interiors of the houses on the properties. As no permission was granted, the town then sought 'warrants to enter' for each house pursuant to section 363 of *The Municipalities Act*. The warrants were granted and inspections of the interiors of the houses were carried out. In May 2011, the town received the inspector's engineering reports, which stated that the foundation of each house was structurally unsound and recommended they all be demolished.

In November 2011, the town provided orders to remedy listing several issues that needed to be fixed, including structural and building code issues (which were later re-issued as the first orders were issued pursuant to a repealed bylaw). On April 10, 2012,

the date the appeal of the orders was to be heard, the owners requested an adjournment, which the town denied.

The owners successfully appealed the town's decision at the Court of Queen's Bench, arguing that the warrants and orders were invalid, and that the appellants had been denied procedural fairness. The town appealed the decision.

In its decision on the appeal, the Court of Appeal addressed whether the warrants to enter and orders to remedy were valid and whether procedural fairness standards were met. The Court decided that although the warrant to enter was valid, the orders were invalid and procedural fairness standards were not met.

With respect to the warrant to enter, the court held that such warrants were 'administrative warrants,' intended to further investigation. As such, information to obtain a warrant to enter does not need to show that a bylaw has been breached, but rather that the municipality has a reasonable basis or genuine concern that a bylaw has been – or is being – breached and that entry pursuant to the act and the bylaw into the dwelling is reasonably necessary in the public interest. Here, the town provided

sufficient grounds in their information to obtain – which included citing the bylaw, the act and the condition of the exterior of the properties (including photographs) – and that a letter was sent seeking permission to enter that was not granted.

Although the court found that the warrant was valid, it disagreed that the orders to remedy were valid. At issue was whether the bylaw applied to the deficiencies that were found upon entry. The houses failed to meet present building standards, but as the houses were built prior to they were exempt from present building standards. Any deficiencies needed to fall within the bylaw. The court found that the structural deficiencies in the houses were not connected to the bylaw, as the engineering reports did not say whether the basements were a hazard to the owners and others using the properties or people in the neighbourhood, the expected remaining life of the basements, whether they were in imminent state of collapse, or that they put the public at risk. The court stated that as urban governments have the power to order remedial work, they must ensure that all of the listed deficiencies are properly caught by the bylaw before the owner should incur costs to remedy.

With respect to procedural fairness, the court stated that the individual concerned with decisions of council must have a reasonable opportunity to present evidence and arguments,

and response to opposing cases. Also, the greater the effect that a decision has on an individual, the higher the standard of procedural fairness will be expected of municipal governments. Here, the court stated that in its view the town failed to give due consideration to the renovations and adjournment request.

#### The bottom line

In sum, *Kaushik* is very useful to keep in mind when enforcing bylaws with respect to dilapidated houses.

- Ensure your bylaws are up to date and include the full range of powers available to municipalities.
- Warrants to enter are useful tools to investigate and collect evidence of a bylaw breach.
- Once a warrant to enter is issued and evidence of deficiencies is collected, orders to remedy must cite deficiencies that are caught by the relevant bylaw and rely on sufficient evidence.
- Lastly, councils are bound by high standards to provide a fair hearing for affected individuals so they have a reasonable opportunity in making submissions and responding to the case against them. ■

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# A thoughtful approach to preserving the postal service

Doug Jones, Senior Vice-President, Delivery and Customer Experience, Canada Post Corporation

Last December, a Canadian television news anchor was in South Africa to cover the preparations for Nelson Mandela's funeral. But she began her show with a different topic: that day, Canada Post had announced it would phase out door-to-door mail delivery.

It seemed to signal the end of an era. This was one of the historic changes in the Five-Point Action Plan that Canada Post unveiled on December 11, 2013. The plan reflected difficult decisions, driven by challenges that we had to face squarely. I appreciate this opportunity to explain the changes and why we had to make them. I'd also like to offer some reassurances to you as municipal leaders about the approach we will take as we implement our plan.

Let's start with answering "why?" Simply put, Canada Post has to make bold changes to secure the future of the postal service. We are transforming our business because the needs of Canadians have changed. Canadians are telling us they lead busier and more digital lives, and need us less for mail, but more for the convenient, secure delivery of parcels. Lettermail™ volumes have declined about 30 per cent per address since 2007. Less mail every year, but more addresses to serve: it is not a formula for success. It will not lead to a sustainable future. It is driving financial losses.

Lettermail volumes are falling because we live in a digital era. Every year, more people get and manage their household bills online. If Canada Post ignored the massive shift from mail to digital alternatives, we would be on track to lose more money every year. That's not an option. Neither can we place a burden on taxpayers. Canada Post is funded by the sale of our products and services. We have a mandate from the Government of Canada to be financially self-sustaining. We have a responsibility to address our challenges without looking to you, your residents, or other Canadians for hard-earned tax dollars.

The Lettermail decline is a serious challenge, but not the whole story. Canada Post has a strong future, and will remain an important enabler of economic activity.

That's partly because the Internet is also driving growth in our business. As more people shop online, our parcel volumes are increasing significantly. We deliver more items from businesses to consumers than anyone else in Canada, and we are winning more of the market. In the future, this is going to be a much larger part of our overall business.

In this increasingly digital economy, there are also other items being delivered by Canada Post, such as driver's licences, vehicle licence plate stickers, health cards, and other forms of identification mail that were ordered online. In all kinds of ways, people's needs are shifting from mail to parcels. This is a dramatic shift. It is having a dramatic impact on our business.

We are now at a pivotal stage of our more than 250-year history. We must adapt to change, position ourselves to grow, and reduce costs substantially. That's what the changes we announced last December are all about. Our plan will give us financial benefits of between \$700- and \$900-million a year, once it is fully implemented in five years. Here, then, are the five initiatives:

**1. Community mailboxes:** We will convert roughly five million addresses from door-to-door delivery to community mailboxes.

Until we announced this decision, most Canadians didn't realize that only one-third of households still have delivery to the door. The other two-thirds of households have their mail and parcels delivered to an apartment lobby box, a post office, a mailbox at the end of a rural lane – or they are one of the roughly four million households that already have a community mailbox. These households will not experience any change as a result of this initiative. Likewise, many businesses will continue to receive delivery to the door.

Community mailboxes have been in use for 30 years. They are close to home, and have individually locked mail and small-packet compartments, and larger locked compartments for securely receiving parcels. In February 2014, we announced the 11 communities across Canada where mail will be delivered to

new community mailboxes starting this fall. Since then, we have been busy seeking feedback from residents.

We understand this initiative is a significant change for the remaining people with delivery to the door. While many will appreciate the convenience, others will have questions. We are inviting affected customers to share their preferences about community mailboxes. We are using their feedback to help us make suitable choices for their neighbourhoods. We are committed to keeping them informed at every stage, and to working closely with municipal staff.

In January 2014, we released guiding principles around this community mailbox initiative – and we are hard at work living up to them. One principle is to work with community leaders and municipal planning officials to choose safe and appropriate sites. As well, we recognize that dense urban cores in larger cities have older neighbourhoods and smaller lots. These pose different challenges for locating community mailboxes than suburban areas. We will leave most of these areas until the final stage of this multi-year project. This gives us time to find solutions that work for these neighbourhoods.

We will also be sensitive to the needs of seniors and of disabled Canadians. Canada Post is developing alternative approaches for people with significant mobility challenges, who lack viable alternatives and upon whom delivery to a community mailbox would impose an unacceptable hardship. We are well into discussions with groups that work closely with Canadians with disabilities, and we appreciate their insights.

**2. A new approach to pricing:** We introduced a tiered pricing structure for Lettermail. It better reflects the cost of serving various types of customers. Because they buy stamps in booklets or coils, the vast majority of individuals will pay \$0.85 per stamp. Higher volume mailers such as many businesses and charities have the opportunity to buy postage for \$0.69 - \$0.75 per letter, depending on volume.

**3. More postal franchises:** Our retail network is Canada's largest. We have more outlets than McDonald's and Tim Hortons combined. However, it's in need of important adjustments – again, because Canadians' needs have changed. Many corporate-run post offices are located in sites that made sense decades ago, but nowadays, people want to use the post office while they do other errands. People are also using the post office less to buy stamps and more to pick up or return parcels. We are adapting our network to meet these changing needs and preferences. Franchise post offices, such as those in drug stores, give people the longer hours, convenient locations and parking they want. They offer the same services as a corporate post office, but cost less to operate. We intend to open more franchises. This way, we will better serve customers, control costs, and support the small businesses that host franchises.

The 2009 *Canadian Postal Service Charter* includes a moratorium on closing rural post offices. The Five-Point Action Plan does not change that. However, in some low-traffic rural and urban post offices, we are taking a close look at when people are using the post office. We are

reducing hours when customers aren't coming in the door in appreciable numbers. It is a difficult decision but necessary if we are to preserve service.

**4. Streamlining our operations:** Technology (such as faster, computerized mail sorting equipment) and declining Lettermail volumes are giving us an opportunity to rationalize our plant network. This will achieve efficient, reliable service at reduced cost.

**5. Addressing the cost of labour:** Investments in technology are also helping us to reduce overall labour costs. We expect nearly 15,000 employees to retire or leave the company over the next five years. With our changes, we intend to replace more than half of them, but will still gradually reduce the workforce by thousands of positions. We have already reduced management positions by 18 per cent since 2008. We plan to reduce the number of non-unionized and management employees in line with the changes to our operations and unionized workforce.

Those five initiatives will help us sustain postal service, compete and grow. We

considered other options or suggestions, including one we hear a lot: deliver mail less often. A lot of consumers tell us they'd be okay with getting mail every other day. However, many of those same customers still depend on daily delivery of the e-commerce items they order. As well, small businesses still rely on daily mail delivery to maintain the cash flow that keeps them viable. They also rely on it to deliver their local advertising on a specific day to coincide with sales promotions. For small businesses, Admail™ is an effective, affordable way to connect with customers. The time has not come to move to alternate-day delivery.

Canada Post continues to play an important role – enabling commerce and connecting Canadians with one another, with businesses and with the world, no matter where they live. The postal service has an urgent need to change in fundamental ways, and it has a bold and realistic plan. We will implement it with the customer in mind, and with a thoughtful approach.

We realize we are making changes not for our sake, but for the sake of the Canadians we are proud to serve. ■



The Provincial Multi Materials Stewardship program is coming to towns, villages and cities in Saskatchewan.

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If you are a professional offering services to urban governments, you already realize that the urban marketplace represents a huge opportunity for you. There are more than 450 urban governments in Saskatchewan, with a total market reach of more than \$2 billion annually. Urban expenditures are wide ranging, covering nearly every type of professional service. The SUMA website has more than 44,000 views annually – a wide audience, with an enormous purchasing power.

### Join the urban network now!

See the Professional Services Directory at [www.suma.org](http://www.suma.org) under Urban Marketplace.

**Municipal leaders** looking for services can find professionals quickly and easily.

**Professionals** can find all the information they need on how to get their information to urban governments all across Saskatchewan.



A low-angle, close-up photograph of a golfer in mid-swing. The golfer is wearing a blue polo shirt, khaki pants, and a white cap. The golf club is a driver, and the head is visible in the foreground, reflecting light. The background is a soft, out-of-focus sky with warm, golden-hour tones.

# 26<sup>th</sup> Annual SUMA Golf Tournament

July 17-18, 2014  
Aspen Links Country Club  
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**REGISTRATION DEADLINE:** June 30  
For more information and to register, visit [www.suma.org](http://www.suma.org)



# 110th Annual SUMA Convention

February 1-4, 2015  
Saskatoon, SK

## Participating Hotels

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### Downtown:

Radisson Hotel (*Convention Host Hotel*)  
Delta Bessborough  
Park Town  
Holiday Inn  
Hilton Garden Inn  
The James Hotel

### Central:

Holiday Inn Express  
Ramada Hotel & Golf Dome

### North End:

Saskatoon Inn  
Sandman Hotel  
Travelodge

## Is your municipality looking for a financial partner?

Did you know that SUMAdvantage offers a borrowing and financing program for member municipalities? Learn more in this interview with BMO Bank of Montreal's Rob Hutcheon, Commercial Account Manager in Regina.



**Q** Have municipalities made good use of the BMO program in SUMAdvantage?

**A** Municipalities have made great use of the program since we partnered with SUMA in 2005. It has been popular because of our expertise in banking with municipalities.

BMO is committed to working with Saskatchewan municipal governments to offer a financial program of preferred banking arrangements to all SUMA members. SUMA members receive special discounted pricing for numerous banking transactions, added interest for term deposits, and decreased interest charges for various credit arrangements.

**Q** What types of products are available under the program?

**A** We offer a great range of products and services that can be tailored to meet an individual municipality's needs. These include term financing for special projects, operating

needs, a wide range of investment options, cash management services for receivable/payables, as well as foreign exchange and letters of credit.

**Q** Can you illustrate what kinds of savings municipalities can experience with the program?

**A** The SUMAdvantage program can save municipalities both time and money, regardless of their size. Our cash management system makes things easy for payroll and receivable/payable management. Getting preferred rates on investments puts more money in their pockets and our excellent rates on lending can save municipalities on their interest charges.

**Q** What types of projects are municipalities financing under the program?

**A** We have seen many different types of projects and welcome the opportunity to discuss any project at any time! Lately we have seen requests for water treatment plants and equipment purchases.

**Q** Have there been any recent changes to the program? Will there be any changes coming in the near future?

**A** We are pleased that the program is working very well in its current form. We are committed to doing business with Saskatchewan

municipalities. Often, there are unique circumstances that require unique solutions, but we have the right people and expertise to assist!

**Q** Can you briefly describe the advantages of the ADP payroll services?

**A** Payroll is an essential part of any municipality and we offer several solutions depending on the amount of time and volume a municipality has. Through our cash management we can set up employees for direct deposit. We do also partner with ADP Payroll Services to give special SUMAdvantage rates. This is a great program that takes care of most payroll needs.

**Q** What are the benefits to the Corporate MasterCard available under the program?

**A** BMO had several great payment solutions. A popular choice is our Corporate MasterCard. This is a great choice because it is widely accepted, is available in Canadian and US Dollar currencies and has authorization controls to help contain expenses and set daily transaction limits. Another great feature is that it has an option to collect Air Miles reward miles!



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

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

#### OFFICE AND MUNICIPAL ELECTIONS

|   |                                 |              |  |
|---|---------------------------------|--------------|--|
| Apparel, Promotional Items and Sporting Goods | Prince Albert Source for Sports | 306-764-3285 | <a href="http://www.pasourceforsports.ca">www.pasourceforsports.ca</a> |
| Election Material                             | SUMA                            | 306-525-3727 | <a href="http://www.suma.org">www.suma.org</a>                         |
| Lapel Pins                                    | Laurie Artiss Limited           | 800-667-8168 | <a href="http://www.thepinpeople.ca">www.thepinpeople.ca</a>           |
| Long Distance, Cellular and Internet Services | SaskTel                         | 306-525-4379 | <a href="http://www.sasktel.com">www.sasktel.com</a>                   |
| Municipal Magazine                            | Municipal World                 | 306-525-3727 | <a href="http://www.suma.org">www.suma.org</a>                         |
| Network and Email Solutions                   | Lexcom Systems Group Inc.       | 306-545-9242 | <a href="http://www.lexcom.ca">www.lexcom.ca</a>                       |
| Office Machines                               | SUCCESS Office Systems          | 800-667-8173 | <a href="http://www.successos.com">www.successos.com</a>               |
| Office Products                               | Supreme Basics                  | 800-667-3690 | <a href="http://www.supremebasics.com">www.supremebasics.com</a>       |
| Shipping Labels                               | SUMA                            | 306-525-3727 | <a href="http://www.suma.org">www.suma.org</a>                         |
| Software                                      | Acrodex                         | 306-584-3401 | <a href="http://www.acrodex.com">www.acrodex.com</a>                   |

#### PUBLIC WORKS/PARKS AND LEISURE

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|--|----------------------------------|---|--|
| Cat and Dog Tag Licensing and Animal Control | Ketchum Manufacturing            | 306-525-3727  | <a href="http://www.suma.org">www.suma.org</a>                           |
| Equipment Rental                             | Hertz Equipment Rental           | 800-777-2700  | <a href="http://www.hertzequip.com">www.hertzequip.com</a>               |
| Fuel Supply                                  | PFA Canada                       | 800-807-3750  | <a href="http://www.pfacanada.ca">www.pfacanada.ca</a>                   |
| Janitorial Supplies                          | Chatterson Janitorial Supplies   | 800-667-8178  | <a href="http://www.chatterson.com">www.chatterson.com</a>               |
| Mosquito Control                             | Direct Solutions                 | 800-661-2991  | <a href="http://www.aatdirecsolutions.com">www.aatdirecsolutions.com</a> |
| Municipal Tires                              | Kal Tire                         | Contact nearest location  | <a href="http://www.kaltire.com">www.kaltire.com</a>                     |
| Municipal Tires                              | Michelin                         | Purchase through Kal Tire, Saskatoon Wholesale Tire or Graham's Tire. |  |
| Natural Gas                                  | Connect Energy Partnership       | 866-934-6918  | <a href="http://www.connectenergy.ca">www.connectenergy.ca</a>           |
| Recycled Rubber Products                     | Assiniboia Rubber Recycling Inc. | 306-642-5599  | <a href="http://www.recyclerubber.ca">www.recyclerubber.ca</a>           |
| Solar Pool Heating                           | Kelln Solar Consulting Ltd.      | 306-731-2224  | <a href="http://www.kellnsolar.com">www.kellnsolar.com</a>               |
| Traffic Signs                                | Signal Industries Ltd.           | 800-565-9443  | <a href="http://www.signalindustries.ca">www.signalindustries.ca</a>     |

#### HOTEL AND VEHICLE

|  |                               |              |  |
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| Fleet Management and Vehicle Rental    | Enterprise Rent-a-car         | 800-736-8227 | <a href="http://www.enterpriserentacar.ca">www.enterpriserentacar.ca</a>     |
| Regina Hotel and Convention Host Hotel | DoubleTree by Hilton (Regina) | 306-525-6767 | <a href="http://www.doubletree.com">www.doubletree.com</a>                   |
| Regina Hotel                           | Travelodge Regina             | 306-586-3443 | <a href="http://www.travelodgeregina.com">www.travelodgeregina.com</a>       |
| Saskatoon Hotel                        | Radisson (Saskatoon)          | 306-665-3322 | <a href="http://www.radisson.com">www.radisson.com</a>                       |
| Saskatoon Hotel                        | Travelodge Saskatoon          | 888-278-4209 | <a href="http://www.travelodgesaskatoon.com">www.travelodgesaskatoon.com</a> |

#### FINANCIAL

|                                    |                      |                                 |  |
|------------------------------------|----------------------|---------------------------------|--|
| Borrowing & Financing              | BMO Bank of Montreal | Contact nearest branch location | <a href="http://www.bmo.ca">www.bmo.ca</a>                               |
| Building Valuations                | Suncorp Valuations   | 800-764-4454                    | <a href="http://www.suncorpvaluations.com">www.suncorpvaluations.com</a> |
| Credit and Debit Merchant Services | First Data           | 306-241-5008                    | <a href="http://www.firstdatacanada.ca">www.firstdatacanada.ca</a>       |

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## 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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| Catterall & Wright Consulting Engineers   | 40   | 306-343-7280 | <a href="http://www.cwce.ca">www.cwce.ca</a>                                       |
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| Commercial Pool and Recreational Products | 43   | 888-523-9274 | <a href="http://www.cp-rp.com">www.cp-rp.com</a>                                   |
| Crown Shred & Recycling                   | 35   | 306-543-1766 | <a href="http://www.crownshredandrecycling.com">www.crownshredandrecycling.com</a> |
| CUPE Saskatchewan                         | 47   | 306-757-1009 | <a href="http://www.cupe.sk.ca">www.cupe.sk.ca</a>                                 |
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| Saskatchewan Heritage Foundation               | 21   | 306-787-2105 | www.pcs.gov.sk.ca/shf           |
| Saskatchewan Ministry of Environment           | 11   | 800-567-4224 | www.saskatchewan.ca/environment |
| Saskatchewan Workers Compensation Board        | 19   | 800-667-7590 | worksafesask.ca                 |
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To reach decision makers in Saskatchewan's urban governments through *Urban Voice* magazine and its targeted readership, contact Rod at your earliest convenience to discuss your company's promotional plans for 2014.

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