

VOLUME 19 NUMBER 4 | WINTER 2014

URBAN*Voice*

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

The Urban Heartbeat



Convention 2015
in Saskatoon

PM#40065075

Age-Friendly Saskatchewan • National Infrastructure Plan



The value is clear.

A satisfied SaskWater
customer from Gravelbourg.

The true value of water involves delivery from the source to the tap.

SaskWater owns, operates and maintains an elaborate network of water pipelines, pump stations and water treatment plants to get safe, reliable and sustainable water to Saskatchewan communities.

Our commitment is to ensure that high quality water continues to flow today and well into the future.

At SaskWater, we deliver more than water. We contribute to good health, support the growing provincial economy, and enhance the quality of life Saskatchewan residents enjoy.

Our customers have told us they are very satisfied with our overall performance. Why not consider SaskWater as your water and wastewater service provider?

SaskWater. The clear choice.

Water



SaskWater

saskwater.com





Guilty pleasures. We didn't crack the eggs. Or splurge on the Belgian chocolate. But we did heat the oven to bake the gourmet cupcakes that'll be eaten before they've had the chance to cool. When the energy you invest in life meets the energy we fuel it with, sweet things happen.

REBATES!

Brandt is celebrating \$1billion in annual revenue and we're thanking our customers by offering special rebates throughout the year.

Visit thanksabillion.ca for details.

Thanks a Billion!



JOHN DEERE



KEEP IT IN THE FAMILY.



For over 80 years, Brandt has built its legacy by providing exceptional service and top quality equipment – like the John Deere D-Series Skid Steers. They provide the same reliable versatility that you've come to expect from all your heavy-duty John Deere equipment. D-Series Skid Steers provide the perfect balance of power, versatility and maneuverability. They also feature premium cab space, extra glass ensuring best-in-class visibility, increased serviceability and improved structure – making the D-Series Skid Steer a welcome addition to your John Deere family of equipment at your worksite. Add Brandt's uncompromising commitment to after-sales support in 27 locations nationwide, and what you'll have is a machine as dependable as the company that sold it to you. **That's Powerful Value. Delivered.**

**CUSTOMIZED
AND FLEXIBLE FINANCING**

CALL BRANDT FINANCE AT 1-855-711-4545
TO FIND OUT MORE ABOUT FINANCING OPTIONS.

brandt.ca | 1-888-2BRANDT

Brandt



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.

PUBLISHERS

Saskatchewan Urban Municipalities Association (SUMA)
200 - 2222 13th Avenue
Regina, SK S4P 3M7
306-525-3727 | F: 306-525-4373
suma@suma.org | www.suma.org

SUMA STAFF

Laurent Mugeot, CEO

Shauna Audette, Group Benefits & Insurance Services Manager
Lindsay Peel, Finance Manager

Laurie Bryant, Accounting Administrator

Steven Dribnenki, Policy & Legal Advisor

Tauna Kupiec, Group Benefits Administrator

Sean McEachern, Policy and Communication Director

Sean McKenzie, Policy Advisor

Scott Meger, Group Benefits Administrator

Tania Meier, Event & Corporate Services Manager

Libbey Morin, Administrative & Research Assistant

Heather Vanderaa, Executive Assistant

Marlys Wasyluniuk, Event & Corporate Services Coordinator

Tiffany Wolf, Communications & Web Coordinator

Please send change of address to suma@suma.org

DISTRIBUTION

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

PUBLICATION MANAGEMENT AND PRODUCTION BY:



Third Floor - 2020 Portage Avenue
Winnipeg, Manitoba R3J 0K4
Tel: 866-985-9784
Fax: 866-985-9799
www.kelmanonline.com

Managing Editor: Terry Ross, terry@kelman.ca
Layout & Design: Tracy Toutant

Marketing Managers: Rod Evason, rod@kelman.ca

Advertising Coordinator: Stefanie Hagidiakow

All rights reserved. The contents of this publication may not be reproduced in whole or in part without the express consent of the publisher.

VOLUME 19 NUMBER 4 | Winter 2014

URBAN Voice

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

FEATURES

CONVENTION 2015

Convention Chair's Voice.....	13
Important Dates and Accommodations.....	14
Social Activities.....	14
Convention Transportation.....	15
Convention Education Sessions.....	16
MLDP Welcomes New Facilitators.....	18
Property Assessment and Taxation Workshop.....	19
Keynote Speaker: Chantal Hébert.....	20
First-Timer's Guide to Convention.....	22
Heartbeat of Convention in the Palm of your Hand.....	24
Tradeshow Exhibitors.....	25

The Urban Heartbeat

Age-Friendly Saskatchewan.....	28
Are You Proud of your Hometown?.....	30
Crisis and Opportunity: Time for a National Infrastructure Plan.....	32
Our Humboldt: Planning and Budgeting through a New Lens.....	38

SaskPower on the Road to show it takes POWER to GROW.....40



DEPARTMENTS

President's Voice.....	6
Board of Directors.....	8
Policy Voice.....	26
Legal Services Voice.....	36
SUMAdvantage Voice.....	42
Reach our Advertisers.....	45





THE HEARTBEAT OF SASKATCHEWAN

Mayor Debra Button, President

*W*hat is the heartbeat of Saskatchewan? At SUMA, we believe it's the urban sector. The vast majority of our growing population lives in the towns, villages, cities, resort villages, and northern municipalities we represent. As immigration becomes more important, we recognize that Saskatchewan's new residents choose, overwhelmingly, to live in these urban centres. Your urban communities are also the economic drivers of the province, generating 75 per cent of Saskatchewan's gross domestic product (GDP). SUMA member municipalities have the people, and you're home to a huge chunk of our economy.

As for the heartbeat of each of those member municipalities, some credit must be given to the elected officials. It's an often thankless task to sit on council. As much as we love our towns, villages, and cities, there is more to be done than time, money – and often capacity – allow. Urban councils have to make difficult decisions, and when residents are unhappy, you must face them each day in the grocery store and coffee shop.

Of course, there is also the staff tasked with keeping our urban municipalities running. Whether your office is open three half-days a week, or you've got people up at all hours plowing snow from the streets, it seems like there is always more than

enough work to go around. Residents simply *expect* the services municipalities provide, often without thinking about how much work it takes to make sure their lives run smoothly.

The dedication of municipal administration and elected officials is also what can inspire our residents to take up the torch and keep urban Saskatchewan running. Some communities are lucky enough to have young people itching to get involved with their councils. Many of you have committed volunteers who ensure your events go off without a hitch.

It's not always easy. Is it ever – really – easy? Probably not, but it's worth it. We are all the heartbeat of our communities. Public service is not about glamour, certainly not at the local level. But we do what we do because we love our communities. And here at SUMA, that level of care and dedication extends to our more than 440 member municipalities.

From the tiny resort villages, the remote northern municipalities, and the big cities, to the towns and villages that dot the rectangle that is our province, SUMA is here to serve you.

We see *The Urban Heartbeat* every day, and we want to do what we can to keep it beating strong today, and in the future. Join us in Saskatoon for a chance to strengthen the work we do for all of urban Saskatchewan. ■

See you at Convention 2015 in Saskatoon!





When you recycle used oil, filters and antifreeze
you keep our water, my water safe.

Used antifreeze is toxic and just one litre of used
oil can contaminate one million litres of water.

And when you recycle their containers, plus DEF
containers, you keep tonnes of unwanted waste out

of our Back-Forty and landfills.

*So I thank you, Bessie and the whole herd
thanks you, as does Mother Nature.*

usedoilrecyclingsk.com



Saskatchewan Association for Resource Recovery Corp.

BOARD OF *Directors*



**MAYOR
DEBRA BUTTON**
President



**MAYOR
MALCOLM EATON**
Vice-President
Cities



**MAYOR
RODGER HAYWARD**
Vice-President
Towns



**MAYOR
BARRY GUNTHER**
Vice-President
Villages, Resort Villages and
Northern Municipalities



**COUNCILLOR
DARREN HILL**
Executive Member
Saskatoon/Regina



**MAYOR
RON OSIKA**
Director
Central Region



**MAYOR
BEN BUHLER**
Director
Northwest Region



**MAYOR
BRUCE FIDLER**
Director
Northern Region



**COUNCILLOR
RANDY GOULDEN**
Director
East Central Region



**COUNCILLOR
GLENN GEORGE**
Director
Northeast Region



**COUNCILLOR
WADE MURRAY**
Director
City of Regina



**MAYOR
AL HERON**
Director
West Central Region



**COUNCILLOR
MIKE O'DONNELL**
Director
City of Regina



**COUNCILLOR
TED ZURAKOWSKI**
Director
City of Prince Albert



**COUNCILLOR
DAWN LUNNING**
Director
City of Moose Jaw



**COUNCILLOR
TIFFANY PAULSEN**
Director
City of Saskatoon



**MAYOR
MIKE STRACHAN**
Director
Southeast Region



**MAYOR
BARRY RUDD**
Director
Southwest Region

RESOLUTE RUBBER provides TDA solution

Company prides itself on proven track record, stringent standards and cost effective, sustainable materials

Resolute Rubber provides cost-effective and durable frost boil prevention and repair solutions for corporations and municipalities. Resolute Rubber tire derived aggregate (TDA) is manufactured to meet stringent ASTM standards and is utilized following individually engineered specifications. TDA has been used for 20 years and has a proven track record in eliminating conditions that cause frost boils.

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

Resolute Rubber has the TDA and proven engineered solution to eliminate these conditions.

With its large size and eight times the insulation value of dirt, TDA limits frost penetration and prevents "wicking". TDA allows water to move horizontally and vertically, eliminating water traps in the roadbed. TDA also strengthens weak roadbed

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

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

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

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

Need a solution for frost boil?

Resolute Rubber can supply a fully engineered fix using Tire Derived Aggregate that eliminates frost damage to streets and roads. We ensure that every step of the process, from site evaluation to material installation, is done to engineered specifications.

Resolute Rubber offers a complete solution to prevent frost damage in new construction and to repair affected sections of road.



For more information on our TDA, visit www.resoluterubber.com
866.621.5853 info@resoluterubber.com

Downright Tough

Congratulations to this year's winners!

First Place

Regional Municipal Plaza

RMs of Baidon, Hillsborough, Rodgers, Moose Jaw, and Caron

A jointly owned building, allowing member municipalities to share space and resources, and facilitate future cooperation.

Second Place

Revitalization of Merchants Bank of Canada Building

City of Humboldt

Turning an under-utilized, municipally owned building in the downtown into Humboldt's first and only public art gallery.

Third Place

Water Conservation Measures Bylaw

Town of Lumsden

A bylaw regulating new builds to reduce water usage and alleviate pressure on the existing wastewater treatment system.

Regional Cooperation Award

Moose Jaw – Regina Industrial Corridor Committee Inc.

RMs of Sherwood, Pense, and Moose Jaw

Cities of Moose Jaw and Regina • Town of Pense

Villages of Grand Coulee and Belle Plaine

A not-for-profit corporation created to attract investment to the area and support regional planning.

A special thank you to this year's
title sponsor for the
Saskatchewan Municipal Awards

Affinity
Credit Union



The Urban Heartbeat



Convention 2015

Convention Chair's Voice.....	13
Important Dates and Accommodations.....	14
Social Activities.....	14
Convention Transportation	15
Convention Education Sessions	16
MLDP Welcomes New Facilitators	18
Property Assessment and Taxation Workshop	19
Keynote Speaker: Chantal Hébert	20
First-Timer's Guide to Convention.....	22
Heartbeat of Convention in the Palm of your Hand.....	24
Tradeshow Exhibitors	25
Policy Voice.....	26



Train the employees you need

The Canada-Saskatchewan Job Grant helps you train people to meet your requirements and provides the skills they need to achieve their career goals.

The Governments of Saskatchewan and Canada are offering this program to provide funding – up to \$10,000 per trainee – to train new or existing employees for available jobs.

Receive up to
\$10,000
per trainee

Program Features:

- You select the people you want to train and the training program.
- You pay at least one-third of the cost and the program funds the rest.
- You provide a job at the end of training.

This program is part of the Government of Saskatchewan's commitment to keep our economy growing.

Visit economy.gov.sk.ca/job-grant to learn more about program criteria and how to apply.

Canada



Funding provided by the Government of Canada through the Canada Job Grant.



Convention Chair's Voice

Councillor Ted Zurakowski

What a pleasure it is to sit on the Convention Planning Committee and see this wonderful event take shape each year. Now I have the distinct honour of being chair of the committee, and I couldn't be happier about it. Convention 2015 is going to be yet another fantastic event, so let's get down to it!

One of the best opportunities you have at any SUMA convention is the chance to get in lots of education in a short time. There will be 17 education sessions during convention, covering topics from procurement to youth engagement. Some sessions – such as the one on regional hubs – were ideas presented by past delegates. On top of the open education sessions, there are also the breakout sessions for municipalities, based on size. You'll have plenty of chances to learn more, and as a teacher, I feel like I have to encourage you to make the most of those opportunities!

The keynote speaker for Convention 2015 also promises to be informative. Chantal Hébert will be giving a speech titled "A Survey of The Shifting Canadian Political Landscape." She is an experienced political journalist and author, and her talk promises to give us plenty to discuss.

That's another one of things I encourage you to take advantage of at Convention 2015 – networking. This is the only time urban municipal officials gather in a group this large, so be sure to have as many conversations with your peers as you can. Take the time to chat during breaks, but also take advantage of the evenings' more low-key networking opportunities. The Sunday night welcome reception will be a perfect time to catch up with old friends, make new ones, and to chat about what is happening in your communities. It may not be an education session, but I'm sure you can learn something while you're there. Monday night's hospitality night will be a chance to let your hair down after a full day, and to take advantage of a room full of knowledge. Then on Tuesday, we've extended the hours of the President's Banquet and Awards Ceremony. Now you'll not only get the chance to recognize long-serving and outstanding individuals, you can also kick up your heels on the dance floor, or get in one bit of last informal education.

As I'm sure you can see, Convention 2015 is full of opportunity. I encourage you to make the trip to Saskatoon and join us for a jam-packed few days. Get to the centre of *The Urban Heartbeat*, and take home some lessons to keep your blood pumping!



Give us two full working days notice and we'll mark underground lines for **FREE**.

Know Before You Dig.com

or call 1-866-828-4888

SaskEnergy

SaskTel



SaskPower

TransGas





Important Dates and Accommodation Information for Convention 2015

Tuesday, December 23, 2014:

Early-bird registration deadline

Wednesday, January 14, 2015:

Last day for cancellations

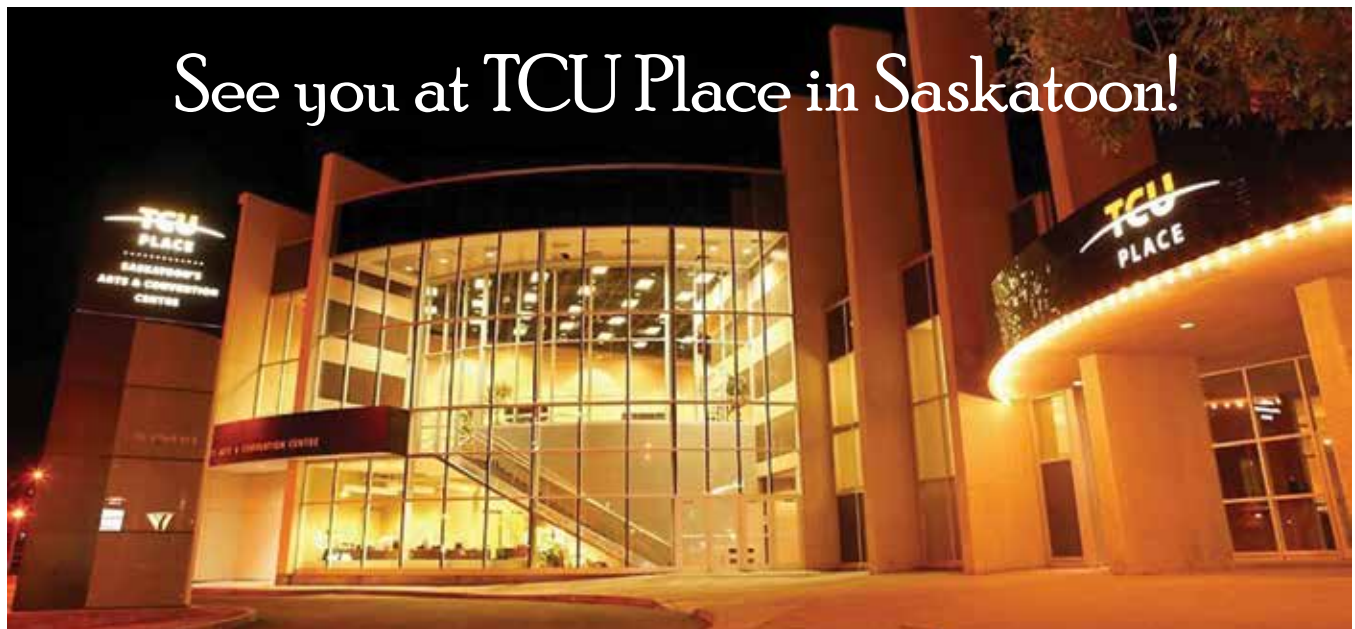
Sunday, February 1 - Wednesday, February 4, 2015:

Convention 2015

Host Hotel:

Radisson Hotel

Accommodation and rate information is available on the Convention 2015 page of the SUMA website.



See you at TCU Place in Saskatoon!



Social Activities at Convention 2015

Convention is a busy few days, so why not take some time to let down your hair and kick up your heels? There is an activity on each night – come on down and enjoy yourself.

The Sunday night event will be slightly different from previous years. We've moved to an informal welcome reception, with \$15 tickets. You'll be welcomed by President Button, and have the chance to network with other members of SUMA's Board of Directors and your fellow delegates. There will be a cash bar and light appetizers while you enjoy the sounds of Memory Lane Band. They are an eight-piece band that performs tributes to the 40s, 50s, and 60s, playing the classics you know and love. The band is orchestrated by musical director Roy Sydiaha and fronted by the Irish-born Stephen Maguire (who is the 2014 Saskatchewan

Country Music Association's Country Music Person of the Year).

At Convention 2014, the Monday night hospitality night was a real hit with delegates, so the format is back again. Danceland DJs will be spinning the tunes at the Radisson Hotel, and there will be a cash bar. The evening starts at 8:00 p.m., and you don't need a ticket for this event, so don't hesitate to join us.

The format of Tuesday night's President's Banquet and Awards Ceremony has also seen a format change. Enjoy a three-course, plated meal, punctuated by spoken word (or slam) poetry by Isaac Bond, Executive Director for Tonight It's Poetry. After the formal program is over, stick around for an extended evening and time on the dancefloor with FOGDOG Band. The track-suited, vocal-centric cover band will be on hand until 11:30 p.m.



Convention Transportation

SUMA and the City of Saskatoon are pleased to provide shuttle bus service for SUMA delegates at Convention 2015.

Information with approximate departure times and bus stop locations will be posted in the following hotel lobbies:

Downtown

Radisson Hotel
Delta Bessborough
Park Town
The James Hotel

Central

Holiday Inn Express
Ramada Hotel and Golf Dome

North End

Saskatoon Inn
Sandman Hotel
Travelodge

For those attending Sunday education sessions, a continuous shuttle circuit from hotels will begin at noon and continue as required.

Monday to Wednesday shuttles will run delegates to TCU Place in the morning and return them to hotels in the afternoon. Bussing will be provided for the Sunday evening Welcome Reception and the Tuesday evening's President's Banquet.

There will *not* be a continuous shuttle service during the day Monday to Wednesday, nor for the hospitality night at the Radisson Hotel.

If you'd rather drive, private vehicle parking is available at the following parking lots:

- Midtown Plaza lot across from TCU: \$15/day
- Behind TCU and Midtown Plaza, directly across from the Midtown food court: \$12/day
- Directly across from the fire station on Idywyld Drive: \$7.50/day
- Beside the Holiday Inn: \$10/day



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

Main Floor - 3211 Albert Street • Regina SK • S4S 5W6

Manager: (306) 787-4188 • kyle.franz@gov.sk.ca

Grants/Finance Administrator:
(306) 787-2105 • suzanne.pambrun@gov.sk.ca

READY TO *build* COMMUNITY?

Check out the MUNICIPAL CULTURAL ENGAGEMENT AND PLANNING GRANT

This fund is designed to support municipalities ready to explore the creative and cultural potential of their communities with matching support to embark on research, consultation, collaboration, and development.



Artwork by B.Hernani

The next deadline is February 17, 2015

Visit www.saskculture.ca for more information.

Or contact Dennis Garreck at 306-780-9265, toll-free 1-866-476-6830, or email pgingras@saskculture.sk.ca

**FUNDING, PROGRAMS,
IMPACT AND MORE.**

Sask *Culture*

FUNDING PROVIDED BY LOTTERIES



Convention Education Sessions

There will be many opportunities to learn at Convention 2015, from the informal learning experiences at meals and in the halls to the education and breakout sessions planned by SUMA staff.



Sunday, February 1

Education Sessions

E1 and E8

Love Where You Live for Life: Age-Friendly Communities

Age-Friendly Communities is a global movement aimed at making our communities safer, healthier, happier, more inclusive places for all people to live and thrive. This session will highlight what makes communities age-friendly by looking at what's already happening in Saskatchewan. You will also get information and ideas on how your community can join the age-friendly movement.

E2 and E9

Keep Your Blood Pumping with Regional Recreation

Urban centres are actively looking for new and innovative ways to meet the recreation needs of an increasingly diverse and growing population. At this session, you'll get an update on the SUMA/SPRA joint project providing guidance on regional collaboration in recreation service provision.

E3 and E10

A Lifeline When Things Go Wrong: Insurance Claims Management

Managing insurance claims can seem overwhelming. There are many parties involved, all with their own roles and responsibilities. This session will prepare help municipalities to handle third-party liability claims and first-party property damage claims.

E4 and E11

The Pulse of Procurement

Receiving value for your dollar has never been more important. Budgets and timelines are tight. You need the right products, at the right time, in the right quantities and quality, but it's just as

important to follow strong public procurement fundamentals.

At this session, you'll get an overview of the values and guiding principles of public procurement, an overview of the New West Partnership Trade Agreement, and the latest on SUMA's work toward a central municipal procurement services program.

E5 and E12

Lower Your Blood Pressure: Emergency Preparedness

Emergency situations can arise at any time without warning. Your residents count on you to provide a well-thought-out plan and confident leadership. This session will help you prepare your community to respond to and manage emergencies.

E6 and E13

The Beat on the Street: Community Safety Officers

The cost of RCMP policing is continually increasing, and many urban governments are seeking other options for enforcement. This session will provide an overview on the alternative enforcement options available, with a focus on the province's new Community Safety Officer program.

E7 and E14

The Heart of the Matter: Reducing Crime with Regional Hubs

Regional hubs are a holistic approach to reducing crime. They bring together advocates from enforcement, social services, health, and a variety of other care workers to determine solutions to rehabilitate offenders, rather than merely punishing them. This session will explore the province's new hub strategy, including an overview of the pilot projects already completed and a road map of future hubs.



Please contact us to discuss your comprehensive community planning needs.
306.653.2385 or 306.222.8481
prairiewildconsulting@sasktel.net
www.prairiewildconsulting.ca

We...

- are **professionals** in district and community-based planning.
- are **experienced** facilitators.
- understand **Saskatchewan** communities.

Proud of Our Past.... Building the Future



- Municipal & Urban Development
- Water Resources
- Water & Wastewater Treatment
- Building Services
- Electrical Controls & Automation
- Project Management

FULL-SERVICE CONSULTING ENGINEERING

www.mpe.ca



Monday, February 2

Education Sessions

E15

Pumping Youth Up: Engagement with Council

Getting youth involved is a vital part of building a strong urban municipality. At this panel, you will hear from people who've made young people an important part of municipal government, and they will share ideas on how you may be able to get youth involved at the local level in your community.

E16

Don't Let Conflict Suck the Life Out of You

Tough conversations with upset people are just part of life in municipal government. Stressful though these conversations may be, you can learn strategies to address common challenges, while keeping your cool. Come to this session to hear what you can do to make sure you and your residents get the best out of even the most difficult conversation.

E17

Find the Rhythm: Building an Effective Council

During regular council meetings, with an audience and the pressures of immediate decisions, there is little opportunity to talk about how to work together. Council members did not choose their colleagues, yet they are expected to work with them in the midst of policy and political differences to create a high-quality public process and make wise decisions. This session will focus on tools and strategies to build and maintain an effective council.



Tuesday, February 3

Breakout Sessions

Cities

Crisis and Opportunity:

The need for a national infrastructure plan

The Conference Board of Canada recently estimated the infrastructure deficit in Canada at \$570 billion. With interest rates at their lowest in 40 years and job growth sluggish, it should be an ideal time for public investment in infrastructure. So why is Canada spending so much less than other countries?

Join John Brodhead as he lays out the case for a national infrastructure plan for the country and the need to get dollars where they are needed most – at the municipal level. He will also look to participants for feedback on priorities for infrastructure investment and strategic advice on how to sell this type of investment to citizens.

Towns and Villages with Population Above 500

Staying Out of Trouble: Advice to Council Members

At every meeting, urban councils make decisions that directly affect their residents. While the decisions may be tough, council needs to be sure they are made for the right reasons – and stay out of trouble.

This session will review the legal principles and leading court decisions in the areas of conflict of interest, bias and corruption, and also provide practical advice to help councils ensure they are doing the right thing.

Towns and Villages with Population Below 500

Maximizing Capacity and Ensuring Compliance

Ensuring compliance with provincial government requirements is an essential part of qualifying for funding, and leading your community in a transparent and accountable fashion. This session will discuss some of the creative ways that smaller communities can make the most of scant resources through innovation and cooperation in order to meet residents' expectations and ensure compliance.

No matter the size, we always make the project, client, and community #1



We design with community in mind.

stantec.com



MLDP welcomes new facilitators

Teresa Edwards, MLDP Administrator

The Municipal Leadership Development Program (MLDP) is in full swing and, with the start of this program year, came some exciting changes!

This fall we welcomed **Jeff Mulligan** to our team of facilitators. Jeff is the managing partner of AHHA Moments Inc. and former mayor of Lloydminster. Beginning this November, Jeff will be presenting the *Strategic and Financial Planning for Municipalities* module; with Jeff's financial background and municipal experience he will certainly be a great addition to the program. Jeff's enthusiasm and passion is evident when you first meet him and anyone who knows him personally or has heard him speak professionally will certainly agree.

When asked what participants can expect from the Strategic and Financial Planning module Mulligan replied, "An upbeat and engaging presentation. Participants will network with other municipal leaders while gaining a greater understanding of their role in building better strategic focus, measurement, accountability, and ultimately, value for taxpayers." Mulligan went on to add, "The MLDP is a structured opportunity to ask questions, grow your knowledge base, and fill the gaps in your leadership tool kit. We all come to the role of municipal leadership because we care deeply about building great communities in a sustainable manner."

Having served in both municipal government and executive management roles, Jeff is able to relate real-world experiences to motivate MLDP participants to develop their plans to enhance municipal performance through strategic and financial planning, while sharing insights on how to launch an asset management plan.

"As a previous Mayor and Chief Executive Officer of a multi-billion dollar corporation, sharing the lessons I have learned, over more than 35 years of

leadership, is an honour," said Mulligan. "I am thrilled to be part of the Municipal Leadership Development Program (MLDP) and look forward to exciting discussions about a bright Saskatchewan future."

We were also pleased to welcome **Laurie-Anne Rusnak** and **Brian Schatz** to the program. Laurie-Anne and Brian will be facilitating the *Human Resources in the Municipal Workplace* module. Through their sole proprietor consulting firms, they have more than 60 years combined experience in public sector HR leadership – more than 35 years of municipal experience – providing full service HR consulting. Laurie-Anne and Brian definitely have a lot to offer. Having worked together managing/leading HR services in municipal government, they have a full appreciation of the complexities, challenges and opportunities facing municipal government.

"I love a challenge and leading change," said Rusnak. "I look forward to meeting and providing elected officials and administrators from across Saskatchewan with an updated, informative and engaging HR module. I am committed to building capacity in municipal HR practices to bring about positive and progressive outcomes." Like Laurie-Anne, Brian said he "looks forward to meeting all the good people involved with municipal government and serving the needs of the HR module of the MLDP."

Laurie-Anne and Brian are working diligently to update the content of the Human Resources module, especially as affected by the new *Saskatchewan Employment Act* and related Regulations. The *Human Resources in the Municipal Workplace* module was not offered in the 2014 fall session but will be available this winter beginning with the January 31 session before the SUMA Convention.

To learn more about Jeff, Laurie-Anne and Brian, and the other talented and dedicated MLDP facilitators, I encourage you to visit the *Instructors* page on the program website at www.mldp.ca.

Developed in 2003, the MLDP is a series of modules or workshops tailored to the specific issues of rural, urban and northern municipalities. The program provides current and essential information on a wide range of topics, all relevant and designed exclusively for Saskatchewan municipalities. Mayors, reeves, councillors, and municipal staff are able to benefit from this program that's designed to strengthen local government leadership.



2015 Winter Workshops

Make plans now to attend an MLDP module on Saturday, January 31, at TCU Place in Saskatoon, before SUMA's Annual Convention, or Monday, March 9, ahead of SARM's Annual Convention at Prairieland Park in Saskatoon.

Five modules are scheduled, each running from 9:00 a.m. to 4:00 p.m.:

- Strategic and Financial Planning for Municipalities
- Municipal Economic Development Fundamentals
- Human Resources in the Municipal Workplace
- Public Relations and Communications for Municipalities
- Community and Land Use Planning

Visit www.mldp.ca for registration information.

Property Assessment and Taxation Workshop

A workshop geared to the needs of elected officials and administrators will be held on Sunday, February 1, 2015 at 9:30 am in Centennial Hall B at TCU Place in Saskatoon just prior to the SUMA Convention.

Saskatchewan Assessment Management Agency (SAMA) will be providing an 'Assessment 101' that will act as a refresher for those familiar with property assessment processes. Current topics such as SAMA's new maintenance fee and initial trends for the 2017 Revaluation will also be discussed. Assessment valuation is critical to the development of municipal budgets.

The Ministry of Government Relations Advisory Services Branch will discuss the municipality's role in assessment, percentage of values and property taxation, including a municipality's ability to use different tax tools to meet local needs.



CATTERALL & WRIGHT
CONSULTING ENGINEERS

Saskatoon, SK
Tel: (306) 343-7280
Fax: (306) 956-3199
www.cwce.ca

- ♦ Water Treatment and Distribution ♦ Roadways and Transportation
- ♦ Sewage Collection and Treatment ♦ Infrastructure Planning
- ♦ Stormwater Management ♦ Land Development



SERVING SASKATCHEWAN
SINCE 1965



**Sales, Rentals & Service for
All Your Traffic Safety Needs!**

Signs:

- Traffic Signs • Street Name Signs • Highway Signs • Construction Signs •
- Rural Address Signs • Custom Signs •

Services:

- Sign & Equipment Rentals • Work Area Protection (Set-up / Take Down) •
- Engineered Traffic Accommodation Plans •
- Traffic Control Installations •

Products:

- Traffic Control Devices
- Traffic Calming Solutions
- Solar Message Boards
- Radar Trailers
- Impact Attenuators
- Crash Barriers
- Road Markings & Equipment
- Solar Flashing Beacons & Signs
- Underground Trench Shoring
- Salt Spreaders & Ice Control
- High Visibility Safety Apparel
-& Much, Much More!!

410 Henderson Drive, Regina, SK S4N 5W9 • Toll Free: 800-214-1477 • Sales: 306-522-0511
Bay #5 825-48 St. E, Saskatoon, SK S7K 0X5 • Sales: 306-242-4407
www.AtsTrafficGroup.com • E-mail: info_sk@guardiantrafficservices.com



Keynote Speaker: Chantal Hébert

Chantal Hébert is a journalist and author with her finger firmly on the pulse of national politics. She is a national affairs writer with the *Toronto Star*, a guest columnist for *L'Actualité*, and a regular on political television and radio shows. You may have seen her as a weekly participant on the political panel *At Issue* on CBC's *The National*. She is also co-author of *The Morning After*, a book on the 1995 Quebec referendum, and what may have been – if the vote had gone the other way.

Hébert began her career in Toronto as a reporter for the regional newsroom of Radio-Canada in 1975 before moving on to Parliament Hill for Radio-Canada. She has served as parliamentary bureau chief for *Le Devoir* and *La Presse*. She has received two Asia-Pacific media fellowships (Malaysia and Japan), and in 2005, received the APEX Public Service Award. In 2006, she received the Hy Solomon award for excellence in journalism and public policy, as well as York University's Pinnacle Achievement Bryden Alumni award.

Her keynote will examine the country's shifting political landscape.



You may have seen her as a weekly participant on the political panel *At Issue* on CBC's *The National*.



SUMASSURE...PART OF YOUR COMMUNITY

SUMAssure is your local insurance broker. We are owned by Saskatchewan urban municipalities and specialize in municipal insurance. As a subscriber of SUMAssure, your community can share in the profits. Last year we returned \$500,000 to our subscribers.

VISIT SUMASSURE.CA TO LEARN HOW TO BECOME A SUBSCRIBER TODAY.



The Power of Municipal Governments

By Orvel L. Currie, Municipal Team Leader & Jennifer Hanson, Municipal Team Associate

Municipalities commonly fail to understand the broad degree of powers they have to regulate and govern within their jurisdiction. Except in the clearest of cases, there is a general feeling they do not have the power to pass laws to protect local interests (by-laws), enforce their by-laws and govern where other jurisdictions (federal and provincial authorities) may have interests. Additionally, municipalities frequently overlook the broad degree of legislative Acts which give them even greater powers. The hesitancy comes from a history of court decisions which interpreted municipal legislation narrowly and restrictively (as it related to the municipality's ability to govern and respond to issues). This narrow and restrictive interpretation, referred to as the "express authority" doctrine has been principally reversed in the last 15 years. Municipal institutions (governments) are established under provincial jurisdiction in Section 92(8) of the *Constitution Act, 1867*. Municipalities are delegates of provincial power without independent constitutional status and receive their authority to act and initiate policy within those powers granted to them by provincial legislatures under various municipal and other legislative Acts.

Historically, municipal powers to regulate were interpreted restrictively, allowing municipalities to act only within the powers they were expressly given by their empowering statute. Within this restrictive interpretation, municipalities could only pass by-laws that **were expressly** defined within the statutory language delegating powers to them by the provincial legislature. In the early 1990s, a philosophical change occurred regarding municipal powers led by the Supreme Court of Canada (the "SCC"). The SCC held that municipal powers should be interpreted "**broadly and purposively**" in recognition that the legitimate role of municipal bodies as community representatives must not be **usurped**. (Emphasis added)

Chief Justice Beverley McLachlin of the SCC started the paradigm shift in a 1994 minority judgment where she stated: "*Recent commentary suggests an emerging consensus that courts must respect the responsibility of elected municipal bodies to serve the people who elected them, and exercise caution to avoid substituting*

their views of what is best for the citizens for those of municipal councils. Barring clear demonstration that a municipal decision was beyond its powers, courts should not so hold... Whatever rules of construction are applied, they must not be used to usurp the legitimate role of municipal bodies as community representatives." She further expressed the direction that the courts should "*adhere(s) to the fundamental axiom that courts must accord proper respect to the democratic responsibilities of elected municipal officials, and the rights of those who elect them. This is important to the continued healthy functioning of democracy at the municipal level. If municipalities are to be able to respond to the needs and wishes of their citizens, they must be given broad jurisdiction to make local decisions reflecting local values.*"

The shift in interpretation was further discussed in the 2002 SCC *Shell Canada Products Ltd. v. Vancouver (City)* case and the 2004 SCC case of *United Taxi Drivers' Fellowship of Southern Alberta v. Calgary (City)*. In the *United Taxi Drivers* case, Justice Bastarache supported, explained and further developed the broad and purposive interpretation for municipal legislation. The 2005 decision of the Ontario Court of Appeal in *Croplife Canada v. City of Toronto* best summarizes this progression to a broad interpretation of municipal powers: "*...absent an express direction to the contrary in the Municipal Act, 2001, which is not there, the jurisprudence from the Supreme Court is clear that municipal powers, including general welfare powers, are to be interpreted broadly and generously within their context and statutory limits, to achieve the legitimate interests of the municipality and its inhabitants*" (*Croplife* at para. 37). (Emphasis added)

The Purposive Approach or Benevolent Construction Approach is reinforced by the language found in most provincial legislation throughout western Canada. In Section 2 of the *An Act Respecting Municipal Government of Saskatchewan*, the general purpose of the Act is generally described. The purpose of this Act is to **give broad authority to councils, including broad authority to pass by-laws, and to respect their right to govern municipalities in whatever ways the councils**

consider appropriate within the jurisdiction given to them; enhance the ability of councils to respond to present and future issues in their municipalities; and recognize that the functions of the municipality are to provide good government, provide services, facilities and other things that, in the opinion of the council, are necessary or desirable for all or part of the municipality, and **develop and maintain safe and viable communities.**

Section 232(1) of *The Municipal Act* of Manitoba has a similar general statement of municipal powers. The power given to a council under this Division to pass by-laws is stated in general terms to **give broad authority** to the council and to respect its right to govern the municipality in whatever way the council considers appropriate, within the jurisdiction given to it under this and other Acts; and to enhance the ability of the council to respond to present and future issues in the municipality.

The Municipal Government Act, of Alberta has a similar provision in Section 9, entitled "Guides to interpreting power to pass bylaws". The power to pass by-laws under this Division is stated in general terms to give broad authority to councils and to respect their right to govern municipalities in whatever way the councils consider appropriate, within the jurisdiction given to them under this or any other enactment, and enhance the ability of councils to respond to present and future issues in their municipalities.

There are limits to a municipality's powers but they are not as narrow as most think. What then does this mean for the general statement that council may pass "by-laws" regarding public safety and health or the citizen's general welfare? There are a few decisions in Canada which have interpreted a broad meaning to these powers in accordance with the SCC's broad and purposive approach. It is important that you call an experienced municipal attorney before you conclude you do not have the power to pass or enforce by-laws or govern the municipality. Demographic trends are confirming that more sophisticated ratepayers will be questioning the decisions and powers of council. These are challenging times and municipal leaders, chief administrative officers and municipal clerks require specialized advice on matters of governance.



Winnipeg

2200 - One Lombard Place
Winnipeg, Manitoba R3B 0X7
204.480.6610 (General Line)
204.943.4242 (Facsimile Line)

Toll Free: 1.855.656.1495

Good law firms will meet the needs of their clients;
Great law firms will create opportunity for their clients.

Municipal law is our business.

www.WestCanML.com

Calgary

310, 525 - 11th Avenue SW
Calgary, Alberta T2R 0C9
403.245.0111 (General Line)
403.245.0115 (Facsimile Line)

municipal@darcydeacon.com

We are excited to announce the official launching of our new website devoted exclusively to municipal law. We invite you to meet our Municipal Team, review our areas of municipal expertise, browse for the latest news, events and search our current and ever-growing collection of resources. We welcome your feedback and look forward to hearing from you.

Please visit us on-line at www.WestCanML.com



First-Timers' Guide to Convention

Read on if this is your first time attending a SUMA Convention or if you just need a quick refresher on the ins and outs of attending convention!

What does my registration fee include?

Your convention registration fee includes:

- admission to all of the education and breakout sessions (your choice of sessions);
- a seat at the keynote speaker presentation;
- tradeshow viewing times Monday and Tuesday;
- shuttle service to and from host hotels;
- a light continental breakfast and lunch on Monday and Tuesday;
- refreshment breaks;
- a chance to mingle with fellow delegates during Monday's Hospitality Night (cash bar);
- the chance to dialogue with provincial cabinet ministers; and
- the opportunity to network with other municipal leaders.

The Sunday night welcome reception and the President's Banquet require separate tickets with their own fees.

How do I use the shuttle service to TCU Place?

The short answer: Check the hotel lobby for approximate departure times and bus stop locations.

The long answer: The City of Saskatoon is providing shuttle service to and from select hotels. For Sunday education sessions, there will be a continuous shuttle circuit beginning at noon. Service will also be available that evening for the welcome reception.

Monday through Wednesday, shuttles will run to TCU Place in the morning, and return to hotels in the afternoon. There will also be bussing for the President's Banquet and Awards Ceremony Tuesday evening.

Please note that the shuttle will not run for the hospitality night on Monday evening, and service on Monday, Tuesday and Wednesday during the day is not continuous shuttle service.

Where do I register at TCU Place?

When you get to TCU Place, head to the main entrance; the registration desk will be set up near there.

The Registration Desk is where you get your convention envelope (including your name tag, agenda card, voting information, and pre-purchased event tickets). Your nametag is your admission ticket to the sessions and luncheons, so it is a must-wear item during convention. At the end of convention, we will collect these badges and holders to reuse and your name will be entered into a draw for a prize.

Each registered delegate will also receive a bag with the convention handbook. This handbook is an invaluable resource for every delegate, containing transportation information, facility floor plans, session details, resolutions, and day-to-day agendas.

The registration desk will be open all four days:

Sunday, February 1: 11:00 a.m.–4:30 p.m.
 Monday, February 2: 7:45 a.m.–4:45 p.m.
 Tuesday, February 3: 7:45 a.m.–4:45 p.m.
 Wednesday, February 4: 8:00 a.m.–12:30 p.m.

Is there a mobile app available to download?

Yes! We are once again using a free mobile app that contains everything you need to know about Convention 2015.

The Eventbase app is available in the app store for iOS, Blackberry OS, and Android users. Once you've downloaded the app, search for SUMA, and you'll have Convention 2015 at your fingertips. If you can't get the app for your phone, visit www.tinyurl.com/SUMAcconventionapp to use the mobile web version!

What should I wear?

Casual business attire is recommended for daytime activities. The Sunday night event is casual attire, and the President's Banquet is business formal.

Please remember that you are representing your community, so put your

best foot forward while at convention. You will be networking with urban governments from across the province, and will be in the presence of many provincial and national dignitaries. Avoid ball caps, sweatpants, ripped jeans, and other unprofessional attire.

Remember that it's winter in Saskatchewan so bring suitable outerwear for the trek to and from the hotel! A self-serve coat check will be available.

Tell me about the meals!

A light continental breakfast and lunch will be served in the tradeshow area on Monday and Tuesday. Refreshments are available in the tradeshow area Monday and Tuesday morning, and in the foyer of the Grand Salon Tuesday afternoon and Wednesday morning.

Appetizers and a cash bar will be provided at the Sunday night event, and a plated dinner will be served at the President's Banquet. Tickets must be purchased in advance for these two events.

What are sector meetings?

Sector meetings give delegates a chance to meet with colleagues from other municipalities in the same sector. This is the perfect opportunity to discuss current issues that are affecting your sector. The sector meetings will be held on Monday, February 2 at 1:15 p.m. and split into three groups:

- Cities
- Towns
- Villages and Resort Villages
- Northern Municipalities (This session acts as the Northern Regional Meeting.)

What are breakout sessions?

Breakout sessions are split into the below groups and focused on a topic of particular interest to each group.

- Cities
- Towns and Village with populations below 500
- Towns and Villages with populations above 500

Breakout sessions will be held on Tuesday, February 3 at 1:45 p.m.



What is the deal with resolutions?

Resolutions will be held on Tuesday, February 3 at 3:05 p.m.

The resolutions will be summarized in your convention handbook (provided onsite when you register at TCU Place). Only those delegates with blue name badges (voting delegates) are able to vote on resolutions.

As per SUMA Bylaws, the number of voting delegates a municipality has been assigned is based on population. Each resolution will be moved by the Chair, and a member of the sponsoring council must second it (or it will fail). The seconder will be given three minutes to speak to the resolution. The chair will then ask for anyone who wishes to speak against the resolution. If there is no opposing view, then the question will be called. If someone wishes to speak against the resolution then normal debate occurs. Speakers are given two minutes. The seconder will then be allowed one minute to close debate.

Voting will be by a show of blue voting cards, unless 25 voting delegates request a vote by ballot. Any call for a ballot vote must come prior to the call for votes in favour. In the case of a ballot vote, the ballots from delegates from the cities of Regina and Saskatoon will be counted as seven votes. Procedural challenges will be resolved through consultation with our parliamentary advisor(s).

What about the AGM?

The Annual General Meeting will be held Tuesday February 3 at 10:20 a.m. Any elected official from a SUMA member municipality can vote during the AGM.

What happens at the Dialogue with Ministers and the Bear Pit?

Only those delegates that have blue (voting delegate), yellow (delegate) or orange (municipal employee) badges are able to ask the ministers questions. You may ask only one question, and statements are prohibited. To allow as many questions as possible, you will be given 90 seconds to ask your question and you will be timed.

What is the Municipal Marketplace Tradeshow?

The Municipal Marketplace Tradeshow

is held in conjunction with the annual convention. There will be more than 155 exhibitors offering products and services that are relevant to municipality needs on a daily basis. Time is set aside for you to visit the exhibitors. Remember to enter your name into the prize draws – SUMA delegates are lucky people, and you don't know what prizes you could take home!

The ballot entry forms are contained within the handbook.

Anything else?

All SUMA staff members can be identified by the red name tags they'll be wearing. Please don't hesitate to come over to say hello, or let us know how we can help you. We always love to hear from our members!



Don't do make-up and drive.

- | | |
|----------------------------------|---------------------------------------|
| <input type="checkbox"/> text | <input type="checkbox"/> fight |
| <input type="checkbox"/> be a DJ | <input type="checkbox"/> read |
| <input type="checkbox"/> eat | <input type="checkbox"/> do your hair |

What's your distraction?

Keep your hands on the wheel and your eyes on the road.



WorkSafe™
SASKATCHEWAN
Work to live.

www.worksafesask.ca



The Heartbeat of Convention in the Palm of your Hand

Once again this year, we are using a free mobile app that contains everything you need to know about Convention 2015. We made the leap last year, and we are excited to offer this service again.

The Eventbase app is available for iOS, Blackberry OS, and Android users by downloading Eventbase in your device's app store. If your operating system doesn't support the app – or if you'd just prefer not to download an app – you can also visit the mobile website version at www.tinyurl.com/SUMAconventionapp. The app is used by conferences and festivals all over the world (like the London Olympics), and some closer to home like the Yorkton Film Festival.

Once you've downloaded Eventbase, open the app and search for SUMA. Watch for the blue SUMA logo! When you tap the SUMA logo, you go to the basic information about Convention, including a short description and the dates. Tap Launch Event Guide, and you're off to the races.

In the event guide you'll find a full schedule, which means you have the most up-to-date information about when and where events are happening at Convention. We will be adding information as soon as it's available, so even if you can't find the information now, it should appear soon.

To help you find what you're looking for, we've added a few logos. Look for these pictures to see what's happening when.

These categories match up with the information in the agenda and the Convention brochure you received last month.

The schedule gives you basic information, but if you tap on an event, you'll get all the available information, from date and time, to room number and a description of the session or event. Again, these sorts of things will be updated from now until Convention, so this is a perfect way to make sure you are always in the know.

As we confirm speakers, watch the Speakers section to read bios, and learn more about who will be speaking and leading sessions.

You can even select your own favourites by clicking the stars next to events. It gathers all your favourites in the (surprise, surprise!) Favourites section, so you can basically create your own personalized agenda.

We're looking forward to making this digital leap with our delegates, and helping you have the best information on Convention, available all day every day!

Education
Sessions

Sector
Meetings

Dialogue
with
Ministers

Social
Activities



**PINTER
& ASSOCIATES LTD**

Winner of:
2013 ACEC | SK - Award of Excellence &
2014 ACEC | Canada - Award of Excellence

EFFECTIVE & INNOVATIVE SOLUTIONS
for the
FUTURE,
for
SMALL COMMUNITIES

Ask us about - **2015 Waterworks System Assessments**
WSA deadline 31 December 2015

Call: **306 244-1710**
email: pintermain@pinter.ca
website: www.pinter.ca



Water Treatment Plants



Landfills



Lagoons



Water/Sewer Lines



Roads/Sidewalks

Assessment, Design, Construction

- **Municipal Engineering**
- Environmental Engineering
- Geotechnical Engineering
- Municipal **Safety** Consulting



Tradeshow Exhibitors

20/20 Geomatics Ltd.
 ADS Canada
 Affinity Credit Union
 Airmaster Signs
 Allnorth
 Altima Piling
 Anderson Pump House
 APEGS
 Associated Engineering (Sask) Ltd.
 Association of Consulting Engineering Companies - Saskatchewan
 ATAP Infrastructure Management Ltd.
 BILN Holdings Inc.
 BMO - Bank of Montreal
 BRITESPAN Building Supplies
 Bullée Consulting Ltd.
 Busch Systems International
 Canada Bridge
 Canada Post
 Canadian Arena Products
 Canadian Cancer Society, Heart and Stoke Foundation, Lung Association
 Canadian Dewatering L.P.
 Canadian Labour Congress
 Canadian Ramp
 Cansel
 Castle Rock Metal Buildings Ltd.
 Catterall & Wright Consulting Engineers
 Centaur Products
 Century Environmental Services
 Cimco Refrigeration
 Clifton Associates Ltd.
 CN
 Collet Transport Inc./Eco Solutions Distributor
 Colya J Fire Services
 Communities in Bloom
 Community Initiatives Fund
 CP Distributors
 DCM Enterprises Ltd.
 Delco Water
 Dynamic Construction Ltd.
 Element Water Systems
 Emergency Management and Fire Safety
 Emterra Environmental
 Enbridge Pipelines Inc.
 Enviroway
 First on Site
 Fort Gary Industries
 Friesen's History Books
 HeadStart on a Home/Westcap Mgt. Ltd.
 Henderson Recreation
 Heritage Saskatchewan

High Performance/Super Dave
 HiQual Engineered Structures Ltd.
 Hudson Bay Route Association
 Information Services Corporation
 ISCO Canada
 Jet Ice Ltd.
 KAP CITY Construction Ltd.
 KGS Group
 Konica Minolta Business Solutions
 Lafrentz Road Marking a division of Canadian Road Builders Inc.
 Laurie Artiss Ltd. - The Pin People
 LiquiForce Services
 McElhanney Consulting Services Ltd
 Ministry of Government Relations
 Modular Housing Association Prairie Provinces
 Mountainview Systems Ltd.
 MPE Engineering Ltd.
 Municipal Employees' Pension Plan
 Municipal Utilities Central Ltd.
 Municipal World
 MuniSoft
 Musco Sports Lighting
 Museums Association of Saskatchewan
 MYRM.ca
 Nelson Granite
 Nuclear Waste Management Organization (NWMO)
 Paradise LeisureScapes
 Park N Play Design Co Ltd.
 Parkland College
 PINTER & Associates Ltd.
 PlayWorks
 Pounder Emulsions a division of Husky Oil Limited
 Prairie Mapping Services
 Precision Concrete Cutting Inc.
 Prince Albert Source for Sports
 Provincial Pothole & Paving
 Road Boss Grader
 Roof Management and Inspection Services Ltd.
 Roy & Sons Dredging Services
 Royal Hotel Group
 Rubber Stone
 Sapphire Water International Corp.
 SaskAlta Environmental Solutions Inc.
 Saskalta Safety Corp
 Saskatchewan Assessment Appraisers' Association
 Saskatchewan Association of Nurse Practitioners (SANP)

Saskatchewan Association of Recreation Professionals
 Saskatchewan Association of Watersheds
 Saskatchewan Crime Stoppers
 Saskatchewan German Council Inc.
 Saskatchewan Heritage Foundation
 Saskatchewan Parks and Recreation Association
 Saskatchewan Waste Reduction Council
 SaskCulture
 saskdocs
 SaskPower
 SaskTel
 SaskWater
 Sawyer's Landscape Management
 Scantron Robotics
 Schulte Industries Ltd.
 Shanahan's Limited Partnership
 Signal Industries (1998) Ltd.
 Sprung Structures
 St. John Ambulance
 Staging Canadell
 STARS (Shock Trauma Air Rescue Society)
 Stevenson Industrial Refrigeration Ltd.
 SUCCESS Office Systems
 SUMA
 SUMAssure
 Suncorp Valuations
 Superior Infrastructure Restoration
 Supreme Office Products Ltd.
 T & T Power Group Inc.
 TAXervice
 The Laird Manufacturing Corporation
 The Water Clinic
 Top Shot Concrete Inc.
 Transport Canada
 Triple S Industries
 Urban Systems
 Vecima Networks
 Veolia Water Technologies Canada Inc.
 Vital Effects Inc.
 Walker Projects Inc.
 Waste Advisory Council of Saskatchewan
 WCS AWWA Cross Connection Control Committee
 Western Recreation & Development
 Wolseley Engineered Pipe
 Wolseley Water Works
 Wood Works!
 WorkSafe Saskatchewan
 WSP
 Xylem Water Solutions

Policy Opportunities at Convention

For more than a century, SUMA has worked to better understand the interests of our members. We are always looking for new ways to engage with you, learn from you, and deliver victories for you. But we can't ignore the tried and tested ways, like our annual convention.

Each year SUMA members come together at Convention to discuss the important issues of the day. You get several opportunities to have direct input into SUMA's policy development and advocacy work. To prepare you for Convention 2015, let's explore these opportunities.

Resolutions

Delegates can influence SUMA's policy direction by submitting resolutions ahead of Convention, and voting on those presented at the Tuesday afternoon resolution session. Resolutions help guide SUMA's priorities for the next year.

Sector Meetings

Sector meetings on Monday afternoon provide delegates with sector-relevant updates on key policy files. Delegates will have the opportunity to ask questions and provide suggestions for new policy priorities.

Annual General Meeting

At SUMA's formal AGM on Tuesday afternoon, delegates will receive a report on our activities in the past year. This session also gives delegates the chance to ask questions about SUMA's advocacy priorities and our progress in advancing the interests of our members.



Snowlutions...

AUTHORIZED SALES/SERVICE CENTRES:

THUNDER BAY:
807-577-5724
1-800-465-5044

WINNIPEG:
204-632-8269
1-800-282-8044

REGINA:
306-757-5606
1-800-552-8044

SASKATOON:
306-242-3465
1-800-772-4599

CALGARY:
403-236-5502
1-800-661-3126

RED DEER:
403-343-1383
1-866-297-0022

EDMONTON:
780-454-4880
1-800-663-9366

LANGLEY:
604-888-5522
1-800-663-4115

EMAIL:
truckequip@fgilt.com

We are proud to hold and promote the use of the National Safety Mark. This mark is your assurance that our completed vehicles conform to all Canadian Motor Vehicle Safety Standards.

FGI
FORT GARY INDUSTRIES

www.fgilt.com

TENCO




Dialogue Sessions

Wednesday morning's dialogue sessions with provincial cabinet ministers are a key opportunity to ensure your voice is heard. SUMA has invited eight members of cabinet and a representative from the RCMP to participate in this year's dialogue sessions. These sessions allow delegates to ask specific questions in a more focused way than the Bear Pit allows.

The Bear Pit

The Wednesday morning Bear Pit session is the final event of the SUMA convention and is often the highlight. With the Premier, Cabinet, and members of the media attending, delegates have the chance to ask questions about their priorities and get answers directly from the provincial decision-makers.

Meetings with Ministers

On top of scheduled events, many cabinet ministers are willing to meet with individual SUMA member governments during Convention. If you are interested in meeting with a particular minister, contact the minister's office directly, or call SUMA and we will point you in the right direction.

Meeting with Board Members and Staff

Finally, we encourage our members to get to know SUMA Board members and staff during Convention. We are here to represent you, and we want to get to know you. While we may not have time for a formal meeting at Convention, we would love to chat informally, exchange contact informa-

tion, and plan to connect following the event.

There are many opportunities to influence the policy and advocacy work of SUMA at our annual convention. This is an opportunity for you, and a necessity for us. Active engagement of our members is the only way we can be the voice of urban Saskatchewan.



Our Rootz Series brings together nature-inspired elements with play structures that feature the quality and safety you expect from Blue Imp. It's all about blending the best of both worlds... nature and nurture.

Call your Blue Imp play consultant
at **1-877-594-0541**
or visit **www.blueimp.com**

BLUEIMP™
Play Strong.



Saskatchewan

Do you know about Age-Friendly Saskatchewan and how your community can get involved in creating your own age-friendly environment and reaping the benefits?

Age-friendly is a global movement started by the World Health Organization (WHO) in 2006. The Government of Canada, through the Public Health Agency of Canada and in partnership with the provinces and territories, has played a lead role in the development and promotion of the Age-Friendly Communities initiative across Canada. There are communities all around the world and across Canada participating in the age-friendly movement.

Age-friendly communities are communities where policies, services, settings, and structures support and enable people to age actively. Age-friendly means all individuals are welcome to be full and meaningful participants in their community. It is about creating inclusive communities, communities where people of all ages, abilities, and cultures are:

- part of the decision-making process on matters that affect their life;
- treated with dignity and respect;
- valued;
- able to access community programs, services, and supports to meet their diverse needs;
- open to new ideas, and to listen and learn from each other to benefit their communities;
- able to work together to achieve intergenerational, healthy, safe communities; and
- aging well.

A number of communities are already actively seeking to achieve much of the above. The Age-Friendly Communities initiative provides a framework and resources to help them. It also offers the potential for official recognition for communities that achieve specific milestones and are intentionally working toward making their communities places where all people can thrive.

The Saskatchewan Seniors Mechanism (SSM), a non-profit volunteer organization which partners with member organizations to work together in the interest of seniors in Saskatchewan, has taken on the role of creating an Age-Friendly Saskatchewan by



Saskatchewan Seniors Mechanism



Age Friendly Saskatchewan

taking the age-friendly initiative across this province. SSM began this work with the communities of Regina Beach and Buena Vista as they seek to become age-friendly. There have been regional gatherings in Humboldt and Yorkton to introduce more communities to the age-friendly movement, and possible future gathering places include Moose Jaw and Weyburn. These gatherings include surrounding towns, villages and RMs. As a result of meetings held so far, a number of communities are beginning to work on incorporating age-friendly concepts when planning for the physical, social, health, business, and recreational aspects of their communities.

SSM has been engaging a number of groups in conversations about how best to move forward with Age-Friendly Saskatchewan. These include SUMA, SARM, the Saskatchewan Ministry of Health, the Saskatchewan Parks and Recreation Association, the Saskatchewan Population Health and Evaluation Research Unit, the Alzheimer Society, Fédération des aînés fransaskois, the Lifelong Learning Centre, and the Saskatoon Council on Aging. SSM is also part of the Public Health Agency of Canada's Age-Friendly Reference Group that includes people from across the country.

Let's improve the experience of aging! You can do it in your community – contact the Saskatchewan Seniors Mechanism at 306-757-1898 to learn more about the age-friendly movement and have our team show your community how they can become age-friendly for everyone's benefit!

Please visit the Age-Friendly Saskatchewan website at www.agefriendlysk.ca. ■

For more information on how your municipality can join the age-friendly movement, attend sessions E1 or E8 on Sunday afternoon at Convention 2015.

HANDY HITCH

MANUFACTURING INC.

A LIFETIME OF HIGH PERFORMANCE

PROFILE 90



HANDY HITCH MANUFACTURING INC.
1179 Kapelus Drive
Winnipeg, MB Canada R4A 5A8
Toll Free: (800) 665-2490
Fax: (204) 661-5338
Email: dwallwin@rancangroup.com
PROUDLY MADE IN CANADA

HANDY HITCH™
www.handyhitch.com



Are you proud of your hometown?

Councillor Randy Goulden, City of Yorkton, SUMA and FCM Board Member

I'm very proud of my hometown and I intend to boast about it!

With a federal election expected in 2015, I'm joining forces with the Federation of Canadian Municipalities (FCM) to make local issues a central focus in the platforms of federal MPs, candidates, and parties. I'm enlisting your help to drive home the importance of hometowns, and I'll be asking everyone in Saskatchewan to do the same.

I've joined a working group with FCM that is putting the finishing touches on a unique initiative that will drive home the importance of local issues and local government, under the banner of Hometown Proud.

Using a citizen-engagement approach, FCM is launching a campaign that will speak to hometown issues and address the questions that really matter to Canadians. Public opinion polling commissioned by FCM shows the majority of Canadians agree that local jobs and local growth, liveable hometowns, safe cities and communities, and environmentally sustainable communities are important issues that must be addressed.

As municipal leaders in Saskatchewan, we know that road improvements, bridges, parks, adequate housing, disaster mitigation, safe streets, and quality transit – among others – are top of mind for community members. I regularly receive calls from residents asking me to take action on these issues because they care about their hometowns, and they want us to keep our communities vibrant and economically sound for the future.

The majority of Canadians feel that municipalities alone can't shoulder the responsibilities associated with improving local infrastructure, maintaining our housing stock, or keeping our communities safe. They recognize that partnerships between all orders of governments are essential and that the federal government

needs to be a player in local issues as well. That's a great starting point for our national conversation about hometowns and why they matter.

Hometowns matter to us, in the municipal sector, and the opportunity is upon us to make sure hometowns also matter to federal leaders, the incumbent MPs, and other candidates seeking office in the next federal election. At FCM, we have made it a priority to engage federal politicians and put our municipal issues at the top of the federal agenda. By raising the profile of hometowns and the emotional connections Canadians feel to their local community, we will ensure that municipal issues are recognized and given the importance they deserve.

We all share a common goal: *Keep cities and communities vibrant, recognizing that they are the economic engine of our country.* Our federal partners are essential in ensuring the continued success of cities and communities. The next federal government needs to give priority to municipal concerns and the solutions we put forward.

FCM is taking this project on in two ways. The first way is by engaging municipal leaders and asking them to become Hometown Champions. If you haven't already, we need you to sign up to become a Hometown Champion by going to www.FCM.ca/hometown. The more champions we enlist, the stronger our voices will become when we engage with our federal partners.

As a registered champion, you will receive information leading up to the election on how you can engage the public and federal politicians. We will be calling on you to spread the word through your emails, social media posts or word of mouth. FCM will have online tools such as contact lists, speaking points, backgrounders, lists of

Hot Mix in 10 minutes
as low as \$20 a ton



4, 7 & 10 tph



Winches Trailers Pipe/Cable Pushers
Blow-in Systems Cable Extraction/Cutting

German Engineered by Bagela 1.866.754.0848 tollfree

candidates as they become known and other policy support.

Secondly, I invite you to take part in promoting the Hometown Proud campaign in your own community. This is a broad-based engagement campaign with all Canadians, inviting them to share what makes them proud of their hometowns.

We want Canadians to tell us how their local hockey team is making them proud, how the newly renovated library is a beacon in their community, how a festival provides cultural identity, or how the new playground is bringing the community together. Pride will be expressed in different ways with a rallying focus on local issues and the people at the centre of our hometowns.

This is a unique opportunity to engage all Canadians in a conversation and to connect with each other through images, photos, and testimonials of what makes us proud. We must tap into the pride residents of Saskatchewan feel for their hometowns.

Rallying Canadians from all walks of life will require the support of Hometown Champions: you. FCM's greatest strength is our membership. Without the enthusiastic engagement of municipal leaders all over Canada generally and Saskatchewan specifically, FCM would not be able to carry out a campaign as large as Hometown Proud. We have heard from municipal leaders that you want to be actively involved in building public support for municipalities. This is your chance.

Our Hometown Champions will be ambassadors for their hometowns. They will be advocates for strong local economies and vibrant, safe cities and communities. We know that our hometowns are the backbone of our country, and we need to champion that at every opportunity we have between now and Election Day and beyond.

Remember, we start from a very strong foundation. Our issues are the public's issues, and these are the people who will determine who makes up our next federal government.

As municipal leaders, we have a vision and a central role to play in building that vision for Canada. I have signed up to be a Hometown Champion. I call on each and every one of you to do the same.

Together, we are going to tell a story. It is a powerful one – because you and I know that municipalities matter!

Help me tell this story to our federal colleagues. Sign up to become a hometown champion and invite your constituents to share their pride in their hometown.

You'll get to hear more about FCM's work, especially what they are planning for the next federal election, at Convention 2015. ■

The advertisement features a collage of three images on the left: a large concrete pipe being installed, a close-up of water splashing, and a view of a water treatment facility. The text is on the right, with a list of services and the company logo. The background of the text area is a faded architectural drawing of a building.

**Consulting Engineers
Specializing in
Municipal Infrastructure**

- Regional Infrastructure Planning and Studies
- Water Supply, Treatment & Distribution
- Wastewater Treatment & Pumping
- Waterworks System Assessments
- Stormwater Management
- Roadways and Drainage
- Land Development

 **BCL**
► BULLÉE CONSULTING LTD.

200 - 302 Wellman Lane | Saskatoon, SK S7T 0J1 | www.bulleconsulting.com

CRISIS AND OPPORTUNITY:

Time for a national infrastructure plan for Canada

John Brodhead, Executive Director, Evergreen CityWorks

Infrastructure is central to every aspect of life in Canada: as a key driver of productivity and growth in a modern economy, as a contributor to the health and wellbeing of Canadian citizens, and as a critical component of transporting goods and services across the country. It is a method for enabling communication and sharing of information between citizens, a means for providing core services such as water, electricity and energy, and is a shaper of our how our communities grow and contribute to our collective social fabric.

Yet, across the country, Canadians are affected by infrastructure that has failed to be maintained or remains to be built. In 2013, the Canadian Chamber of Commerce estimated that the breadth of investment needed to address Canada's infrastructure deficit could be as high as \$570 billion. In another sobering report, the Association of Consulting Engineers of Canada estimates that 50 per cent of public infrastructure will reach the end of its service life by 2027.

Furthermore, extreme weather is becoming increasingly prevalent throughout Canada. Prior to 1996, only three natural disasters exceeded \$500 million in damages (adjusted to 2010 dollars). However, since 1996, Canada has averaged one disaster costing \$500 million or more almost every single year. And, according to the Insurance Bureau of Canada, for the first time water damage passed fire damage in terms of the amount of insurance claims across the country last year.

The need to prepare for the new reality of extreme weather and climate change becomes clear when the economic consequences are exposed. The average economic cost of a natural disaster is \$130 billion and lowers GDP by approximately two per cent. This is attributable to the rising occurrence of severe weather affecting urban areas that have high-density populations and high-value assets. In the aftermath of a disaster, lost tax revenue and demands for relief, and reconstruction place enormous fiscal strain on governments. On average, it is estimated that natural disasters increase public budget deficits by 25 per cent.

Canadian municipalities do not have the tools to respond to these growing concerns. These limitations, as well as a proposed path forward, are presented in a paper I co-authored entitled *Crisis & Opportunity: Time for a National Infrastructure Plan for Canada*. This paper was prepared for Canada 2020 and strived to convey the unique opportunity available to the federal government to renew commitment to investing in public infrastructure, as well as the form and capacity they should engage.

Why now? While the case for investing in public infrastructure is clear, current economic conditions create an even more compelling rationale for investing in infrastructure – immediately. Canada is at a unique moment in time where the need for a stimulating macroeconomic policy, historically low long-term interest rates, and a large infrastructure deficit combine to dictate the need to accelerate the rate of investment in public infrastructure.



Canada's leading manufacturer of innovative and dependable snow & ice control equipment

Cubex Municipal Regina, SK, 1.204.336.0008

In 2013, the Canadian Chamber of Commerce estimated that the breadth of investment needed to address Canada's infrastructure deficit could be as high as \$570 billion.

While Canada has fared relatively well compared to its peers, economic recovery from the recent global financial crisis has nonetheless been slow. Within this context, an increased focus on reducing fiscal deficits has resulted in a slowing of public spending just when economic conditions could most benefit from increased investment and infrastructure spending. In a recent paper, David Dodge, former Governor of the Bank of Canada, called on governments to shift emphasis away from short-term deficit reduction, to instead "expand their investment in infrastructure while restraining growth in their operating expenditures so as to gradually reduce their public debt-to-GDP ratio."

Finally, historically low long-term interest rates have created market conditions that are ideal for increased infrastructure spending. Long-term interest rates (that is, government bonds with terms greater than 10 years) have been hovering at levels lower than any point over the past 40 years. Given the long horizon associated with infrastructure assets, long-term,

fixed-rate debt financing is an ideal instrument for providing the necessary capital required to increase investment levels.

Given the national importance of public infrastructure and its critical effect on economic competitiveness and quality of life, it is clear that the federal government needs to assume a leadership role with respect to the coordination and financing of infrastructure within Canada. While the need for a national infrastructure plan is evident, it is not immediately obvious what shape and form it should take within the Canadian context.

This is a conversation I will be facilitating in the upcoming months. I am seeking input from community builders, decision makers, and members of the public about the types of changes needed to make our cities and communities better places to live and secure our economic prosperity in the future.

The need to renew investment in our urban spaces is a national priority that requires alignment from mayors and councillors, as well as support from the provinces and territories. The greatest opportunity to make meaningful change will come from working together – citizens, stakeholders and all orders of government. If you want to be a part of this conversation please do not hesitate to contact me. ■

John Brodhead is the Executive Director of Evergreen CityWorks, an action tank working on key infrastructure issues in Canadian cities. He can be reached at jbrodhead@evergreencityworks.ca. He will be presenting on this same topic at the Cities Breakout Session at Convention 2015.

Ken Turnbull, C. Tech., Project Manager, ATAP Infrastructure Management Ltd.: passionate about the level of service and commitment to the communities he serves.

Having recently transitioned from Operations Manager at Associated Engineering Regina, Ken returns to ATAP in the role of Project Manager. His experience working as part of a municipal team, combined with his involvement on the consulting side, provides him with an excellent understanding of the multi-faceted day to day requirements and challenges of running a municipality. Ken brings a wealth of knowledge to communities requiring ATAP's training, technical support, and operation & maintenance assistance.

"We welcome Ken back to the Saskatoon operation, where he started six years ago. His attention to detail, great client communication skills, knowledge of our business, and level-headed presence will serve our team well," advises Andrew Stevenson, ATAP Manager.

Ken says "I'm excited to return to the Saskatoon area to assist communities with their efforts to maintain and develop their infrastructure."

Contact Ken at turnbullk@ae.ca or call him at 306-244-8828.



www.atap.ca



*Proudly partnering with Western
Canadian municipalities for over
35 years, providing professional
water and wastewater
management services.*



**Contact us for an assessment,
or if you are facing a municipal challenge,
we can assist you in finding solutions.**

Phone: 306.530.3141

Fax: 306.731.2945

E-mail: hello@municipalutilities.ca

To learn more visit www.municipalutilities.ca

- System maintenance and servicing
- Upgrades, expansions and capital enhancements
- Diagnostics and asset management consulting
- Scheduled maintenance management partnering programs
- System maintenance management training
- Emergency services for all municipal water and sewer breakdowns

Our concern for the environment



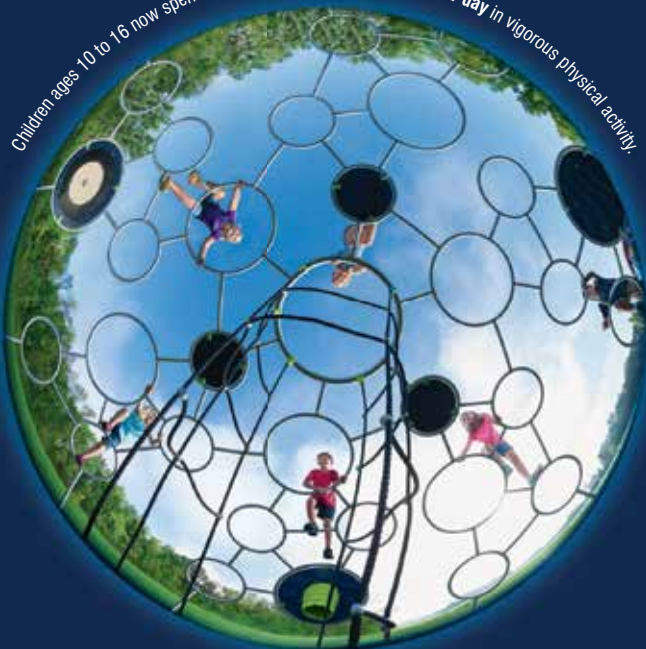
is more than just talk

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

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

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

Children ages 10 to 16 now spend, on average, only 12.6 minutes per day in vigorous physical activity.



Together we can save play.

For more information please contact
your local representative:

**Jeff Jackson
Playground Pro**

Jeff Jackson Playground Pro
Toll Free: 1-866-757-5502
email: playgroundpro@sasktel.net

**PLAYWORLD
SYSTEMS®**
The world needs play.®

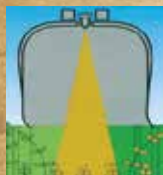
© 2014 Playworld Systems™, Inc.



AG SHIELD Safer Roads for Le\$\$

SAVE 60% to 90% Of Your Current Per Mile Costs!

**Operate at
25KM/hr
During Windy
Conditions**



**Patented
Shield System**

Reduce Your Risk - Industry Leading Drift Control

- Target all roadway vegetation in 1 pass!
- Control problematic vegetation up to 20ft from the road
- Increase grader efficiency when recovering and feathering gravel across the road!
- Eliminate the need to grade secondary roads to control vegetation growth!



No expensive grading to stop grass from encroaching on road surfaces!



Spray to kill on the road surface & a second chemical for ditch weeds!

Visit www.agshield.com or Call 844-227-1831 For a Consultation

HAVE A HEART: ENSURING FAIR PLAY IN DECISIONS

Steven Dribnenki, Policy and Legal Advisor – SUMA

In keeping with the Convention 2015 theme, *The Urban Heartbeat*, ensure when making council decisions that you ‘have a heart’ and conduct a procedurally fair hearing (also called “fair play” or “natural justice”). In its simplest terms, procedural fairness requires council members to put themselves in the shoes of the person affected by a council decision. How would your actions in making a decision look to someone on the outside?

The essence of this duty is captured the oath taken by council members upon election. The first clause of the oath is a solemn promise to “truly, faithfully and impartially” perform duties. Upholding this oath means being procedurally fair

when considering matters, and avoiding bias and bad faith.

Why is this duty imposed on council members? Municipal councils have a unique power to decide. They decide not only whether to pass a bylaw as a legislative body (like the federal parliament or provincial legislature), but also at times decide hearings (like a judge would), such as when rendering decisions in bylaw-contravention appeals. The duty of procedural fairness ensures that decisions are transparent, fact-based, and open.

When a property owner believes council has not met its duty of procedural fairness when making a decision, he could file a court application challenging

the decision. If the judge finds the council failed in meeting its duty, the decision could be voided by the court.

So how can your council ensure it is meeting its duty? When making decisions at hearings, be aware, take care, and be fair.

- *Be aware* of the rules and your obligations.
- *Take care* that the right process is followed.
- *Be fair* when considering the evidence and in rendering a decision.

The overarching factors that judges consider when determining whether a council was being procedurally fair are set out in court decisions. Generally speaking, what is procedurally fair



depends on the circumstances. The greater the impact a decision has on a resident, the greater duty of fairness exists.

In *Mushka v Candle Lake (Resort Village)*, 2003 SKQB 147, the court set out five factors for judges to consider when determining procedural fairness cases:

1. The nature of the decision being made and the process followed in making it. (Is council acting like a court would, like in a bylaw contravention hearing?)
2. The nature of the legal scheme and the terms of the law under which the council operates. (What protections are offered to the resident in the municipal legislation? Is the decision final and without appeal?)
3. The importance of the decision to the individual affected.
4. The legitimate expectations of the person challenging the decision.
5. The choice of procedure made by the council itself. (Does the law give a choice in what procedure is used?)

Legislation, bylaws, and common law (court decisions) impose various specific procedural obligations on councils that must be followed. Obligations in municipal legislation include, for example, the open meeting requirements in *The Cities Act*, *The Municipalities Act*, or *The Northern Municipalities Act, 2010*. *The Planning and Development Act, 2007* and your community's bylaws set out procedures to follow deal with certain subjects (such as zoning bylaws).

Court decisions also provide suggestions of best practices. In general, these are some key considerations when holding hearings:

1. Give notice to an individual affected by a decision about when his matter will be considered.
2. Disclose any relevant reports to the resident affected.
3. Consider requests for a new hearing date (adjournments) to ensure the individual can provide a response to the case against him.
4. Set out a brief summary of reasons why council decided the way it did.

In *Mushka*, the court stressed the importance of providing notice to a resident affected by a decision and so

he can have a hearing before council – essentially his day in court. Although there was some correspondence between administration, council and the resident about an issue about his property, council did not provide notice to the resident when they would decide the issue or give an opportunity for him to address council.

In *Markwart v Prince Albert (City)*, 2006 SKCA 122, the court highlighted the need for communities to disclose relevant information to the affected property owner and provide him adequate time to prepare a response. An inspector's report which council had relied on was not disclosed to the property owner. Also, although the resident was provided notice, the court felt the notice period was too short and the owner's request for an adjournment of the council hearing date should have been granted by council.

In *Kaushik v Kamsack (Town)*, 2014 SKCA 25, a decision discussed in detail in the summer 2014 issue of *Urban Voice*, the court upheld the importance of considering adjournments or extensions of time and, in terms of nuisance properties, the actions of the resident in remedying deficiencies.

In legal terms, bias and bad faith are related to procedural fairness. Bias means a council member did not approach a decision with an open mind. Bad faith generally involves a council seeking to "hide" a decision by avoiding open meetings or not having decisions on the public record. Approach every issue with an open mind, and ensure that decisions are made in open meetings and on the public record.

While some decisions will be tough, they cannot be unfair. Making a fair decision in a transparent and open manner will show that your council's heart is in the right place. ■

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



The Benefit Is In YOUR Community

For Saskatchewan residents searching for support, the Community Initiatives Fund offers grants for a broad range of community projects. Valuable programs benefit everything from individual wellbeing to community facility development. Visit us online for more information.



**Community
Initiatives
Fund**

www.cifsask.org

E: admin@cifsask.org
Ph: 306.780.9308



OUR HUMBOLDT:

Planning and budgeting through a new lens

Jennifer Brooks, Director, Community Development and Communications Services, City of Humboldt

As a hub of cultural and economic life, Humboldt's vision is to celebrate its values and identity as it attracts people and investment from around the world.

How did they derive this vision?

In 2013, the City of Humboldt undertook an innovative, collaborative strategic planning process that engaged council, city staff, key community and business groups as well as youth, families and seniors to create a new framework for municipal transformation.

Driving this process was the concept that, during a period of growth, understanding and preserving what matters most to citizens will be what keeps the community attractive, vibrant and sustainable into the future. The name – Our Humboldt – was deliberately chosen so that citizens and stakeholders would be reminded of the inclusiveness of the initiative.

Working together

Through two packed community consultations, a youth-focus session and various opportunities to contribute through print and online channels, a local advisory committee championed the initiative, emphasizing the importance of civic engagement and encouraging citizens to speak up about the future of Humboldt through this unique approach.

It asked: "What do you value most about Humboldt?" and "What do we want the future of our community to look like?"

The City of Humboldt managed the process with Canadian Urban Institute, the consulting firm hired to develop this initiative.

To manage growth, think values

By flipping the traditional, outcomes-driven approach of most strategic planning models to one that encouraged citizen input and itemized core community values as its priorities, the Our Humboldt plan now stands as the city's guiding beacon.

The values are clear, simple, relevant and memorable:

- Active
- Welcoming
- Prosperous
- Creative
- Green
- Connected
- Sustainable.

As priorities, they are further supported by more specific strategic directions and actions.

While the Our Humboldt plan sets out a vision, directions, and strategies that represent where council and citizens want to go and how to get there, the plan does not establish annual priorities; this is the job of council and the city's senior leadership team.

How Our Humboldt works

City Council formally adopted the Our Humboldt plan in January 2014. As the city's highest policy document, it identified priorities that matter to the community to focus decision-making over the next five to 10 years.

The next step for the city was to figure out how to implement this new and long-range plan, including how to assign resources to support strategic action areas. It forced the organization to consider what programs and services should be started, continued, modified, or discontinued. How will key projects get the resources they need to succeed? And how will the budget reflect Our Humboldt's priorities – for individual initiatives and across the organization as a whole?

Continuing their work with Canadian Urban Institute, the plan became a natural segue to support a priority-driven budgeting approach.

Align finances to support implementation

Humboldt, like many communities, viewed its annual budgeting as an incremental process: The current year's budget became the basis for next year's spending cycle with attention focused on how to modify the future plan based on anticipated revenues and expenses. Council, however, wanted to identify a clear way to allocate – and evaluate – spending, according to Our Humboldt's most important strategic priorities.

A priority-driven process was developed for council and administration to undertake. The process started with an extensive municipal program inventory and assessment – a major accomplishment for a city of this size. This resulted in the identification of 150-plus specific programs and services, followed by a cost analysis of each program area.

Reach out to community for win-win outcomes

The process wasn't all internal, though. The City of Humboldt knew that citizens and community stakeholders once again needed to be informed and involved in this priority setting, especially as part of a pilot process.

The city reached out to the community on the radio, in the local newspaper and through the city's newsletters, website, and social media channels to encourage understanding and participation in a community council meeting on the topic of the city's changing planning and budgeting approach.

At the meeting, attendees were presented with an overview of the process to date and asked to complete a simple exercise: allocate a total of \$500 between the city's seven key strategies. The results provided further insight for the city to use as it then moved towards scoring and ranking its programs and services, rationalizing that future prioritization efforts would only be valid if citizens were involved in setting up what results they wished to see.



Many tough conversations followed as council learned that not all programs supported the city's newly defined strategic areas and as they were tasked with assigning finite financial resources to agreed-upon, ranked priorities.

An evolving process

So ... what are the anticipated outcomes of all this?

To integrate municipal planning and budget decisions. To better match municipal spending with citizen wants and needs. To foster increased inter-departmental collaboration. To demonstrate to different levels of government Humboldt's strategic thinking and decision-making process. And last but not least, to encourage community groups and non-profit organizations to align their efforts with Humboldt's priorities.

Not only has a priority-driven approach brought the Our Humboldt vision into focus through a new lens – along with the added benefit of being transparent, flexible and adaptable – it has also unleashed the possibility of an exciting new way of

planning and budgeting, both inside and outside of the City of Humboldt.

By finding an approach that preserves and invests in the programs and services that people value, the City of Humboldt looks forward to continuing and fine-tuning this process for the 2016 budget cycle. ■

Funding for Our Humboldt has been provided, in part, through SaskCulture. Further information about Our Humboldt, including access to the full plan, is available online at www.humboldt.ca/strategic-plan.



OUR HUMBOLDT Steps to Success

1. Determine priorities

Developing a values-based strategic plan created focus areas for council and the larger community.

2. Identify programs and services

Comparing individual programs, as opposed to departments, allowed for critical review and service clarification.

3. Rank priorities

Recognizing how a program or service contributed to a strategic result helped balance Humboldt's big-picture aspirations with its day-to-day work.

4. Allocate resources based on priorities

Mapping out how to shift, assign or obtain new resources will be undertaken annually as part of council's and administration's regular business planning.

5. Monitor progress

Creating performance measures and systems to evaluate progress will help council and administration remain focused as they execute strategies, learning and adjusting as they go.



Playgrounds, Splash Parks,
Site Furnishings,
Sports Equipment and Shelters!!

Steve Van Meer
Saskatchewan Territory Manager

Cell: 306 716 6654
Toll Free: 1 866 551 8188
Toll Free Fax: 1888 308 0531
steveparknplay@shawbiz.ca
www.parknplaydesign.com

HEAD OFFICE:
#20-10 Wrangler Place S.E.
Rocky View County, Alberta T1X 0L7

SaskPower on the road to show it takes POWER to GROW

SaskPower

Not many people turn on their lights and understand the process it took to get enough electricity to power the bulb. In fact, very few know the process behind the flip of a light switch. Where did that power come from? Who is doing what to make sure Saskatchewan residents have the power they need to brew their morning coffee, check their emails, and watch their favourite TV shows?

Saskatchewan is growing steadily – in fact, we just set a new population record of 1,125,000 people. That growth, combined with an aging power grid with equipment that is 30-50 years old, means SaskPower has a big challenge ahead to keep up. As the population increases, so does the need to provide safe, affordable, and reliable power. We need more power, in more places, for more people.

In 2013 alone, SaskPower spent \$165 million connecting new customers to the grid, a 150 per cent jump from 2008. We will spend \$1 billion in 2014 and each year for the long term to rebuild our system. Increased demand has no end in sight. This winter we are forecasting another record peak.



SaskPower is up to the challenge. It's important our customers have a sense of what we're up against so they understand why we're taking the actions we are. That's why we're hitting the road to tell Saskatchewan residents all about where we came from and what the future looks like for SaskPower.

The Power to Grow Tour is a fun, fully interactive experience that gives customers a look at SaskPower's past, present, and future. The goal is to educate customers about the work we need to do to continue to power Saskatchewan today and for generations to come.

This summer, the tour took its multi-colored electric car throughout Saskatchewan, stopping in communities to spread our message. Equipped with a Power to Grow bubble tent, interactive iPad screens, and even a stationary bike that shows how much energy it takes to power common household items, the SaskPower ambassador team has visited 80 locations and has talked with more than 15,000 people about our infrastructure challenge.

A big piece of the tour involves showing customers just how far we've come. Visitors can see how Saskatchewan powered the province through rural electrification. They also can gauge how much power is used today compared to the 1950s and how much we'll be using in the future – up to 2030.



Kids can also get involved by using an iPad Mini to go on the hunt for Phantom Power throughout the tent.

Moving into fall and winter, the tour will stop at schools, malls, and even hockey arenas to keep spreading the message. Travelling to different towns will resume in spring 2015.

If you happen to come across the Power to Grow Tour exhibit in your community, make sure you pop in to get a first-hand experience. For upcoming tour dates and locations you can head to the website: www.saskpower.com/our-power-future.

If you're interested in having the Power to Grow Tour at your event, please contact Erin Ryan at 3063472739 or erinr@captive.ca.



INDUSTRIES (1998) Saskatchewan Ltd.
The Sign Professionals
 1300-8th Ave. Regina, SK S4R 1E2
 Ph. (306) 525-0548 Fx. (306) 525-3465

**Architectural Signs
 Electronic LED Message Centres
 Custom Signs & Decals
 Low Cost Foam Entryway Signs
 Sign Posts & Hardware
 Digital Image Graphics
 AND MUCH MORE**

**PROUD SUPPLIER
 FOR
 SASKATCHEWAN HIGHWAYS
 and INFRASTRUCTURE**

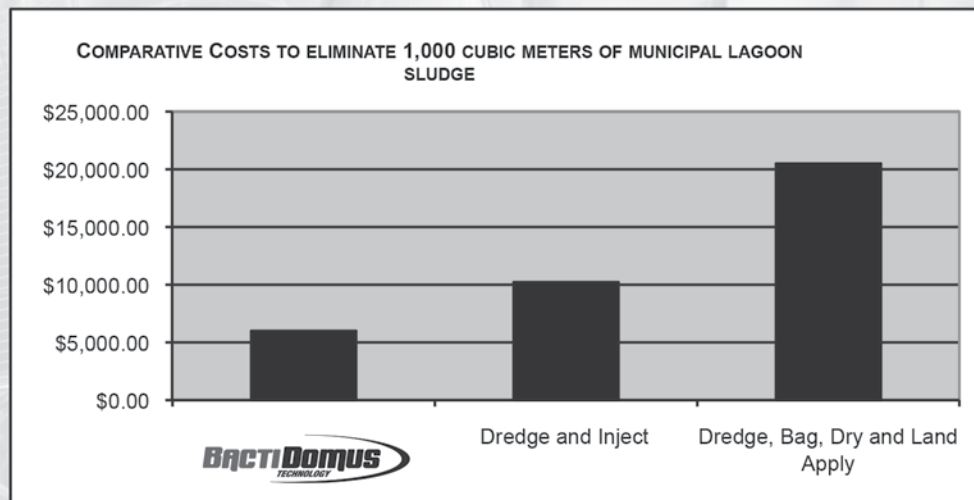


RAY ELGAARD
 All-time receiving leader
1378 receiving yards - the distance from here to Olympic Stadium

WWW.SIGNALINDUSTRIES.CA

BACTIDOMUS
TECHNOLOGY

MINIMIZE YOUR MUNICIPAL SLUDGE VOLUMES AND COSTS WITH NORDEVCO'S BACTIDOMUS® TECHNOLOGY



'Dredge and Inject' and 'Dredge, Bag, Dry and Land Apply' costs are based on information provided to Nordevco by various lagoon owner/operators for results of tenders issued in 2010/2011 and may not accurately reflect current prices

FOR MORE INFO: WWW.NORDEVCO.NET  **NORDEVCO ASSOCIATES LTD.**

info@nordevco.net and our office line 1.204.261.1801

LAGOON CLEANING & DREDGING



SaskAlta Environmental Solutions Inc. (SaskAlta) is your one stop service shop providing all methods necessary to clean or build lagoons. At SaskAlta, we offer many distinct services for municipal and industrial facilities from remediation to upgrades or expansion.

- ✓ **Hydrographic GPS Survey** – Volume and Design surveys with Topo and 3D modeling which generate reports accurate to the cm.
- ✓ **Facility Cleanout** – Our Dredging utilize Dredgepack GPS /Hydrographic data and dredge to design – Not into your liner!
- ✓ **Land Application** – Direct injection –Our technology utilizes a no-till full cover vapor injection system which safely recycles biosolids.
- ✓ **Dewatering** – Geo Bag, Centrifuge, and Sediment Drying bed loading.
- ✓ **Transportation** – Long or short distance HDPE pipeline pumping, or with our customized Super B Tanker Trucks.
- ✓ **Composting**
- ✓ **Maintenance Upgrades and New Construction**



So if you are looking for services such as Lagoon Dredging or a customized solution, take the hassle out of these transactions by contacting **SaskAlta** for a proposal/estimate at 306 352.7275, or E-mail: info.saskalta@sasktel.net, or on the web at www.saskalta.ca

Kal Tire offers members preferred pricing, preferred treatment

Kal Tire has been part of SUMAdvantage since 2007, and **Matt Kiteley** has been overseeing Kal Tire's SUMAdvantage program since September 2013. With 25 outlets across Saskatchewan, Matt says Kal Tire is committed to supplying municipal clients with quality products at affordable prices backed by superior service.

Kal Tire sells and services, among others, Bridgestone, Firestone, Michelin, Yokohama, Kumho, and Nokian tire products. Matt says, "Since municipalities come in all sizes and each has unique needs, Kal Tire ensures we can supply all makes/models of vehicles with tires for all applications."

Along with new product, Kal Tire also offers retreading of commercial, off-road, and grader tires. In fact, it is Canada's largest retreader of truck tires using the quality Bandag process.

Matt says SUMA members receive preferred pricing on all products, "and there are always seasonal specials, such as the Winter Special offered here."

Winter Special!

TBC XTX Sport

This tire's aggressive tread design offers superior traction in all conditions. The TBC XTX Sport is winter rated on an all-weather tire with great run out mileage.

Special prices are offered on all sizes (e.g., the 265/70R17 10-ply, normally \$252.00, is only \$206.81).



Muteki Trail Hog

New this winter, the Muteki Trail Hog will get your municipal employees where they want to go thanks to its enhanced traction in deep mud and snow and its winter rating on ice.

Special prices are offered on all sizes (e.g., 265/70R17 10-ply, normally \$268.72, is only \$234.27).



Matt encourages SUMA members to visit the SUMAdvantage website frequently for seasonal specials. "Our next special will include products for light trucks, OTR, and grader, as well as a special on recapping. Visit often and take advantage of terrific savings on top-of-the line products." You can visit the Kal Tire page by going to the SUMAdvantage menu of the SUMA website, clicking Programs, and looking under Public Works/Parks and Leisure.

Program Advantages

- SUMA discounts (these will vary with individual products)
- Kal Tire will directly quote SUMA members on products and services with invoicing handled through the SUMA office
- Kal Tire will ship products direct to the municipality (charges will be handled by the municipality)

Contact Information (Identify yourself as a SUMA member)

When contacting Kal Tire for a purchase, you must identify your municipality as a SUMA member and provide them with the following account information: **Saskatchewan Urban Municipal 001K7825**.

Contact your local branch or visit www.kaltire.com to find your nearest Kal Tire location. If you have inquiries of Kal Tire, contact your local branch or call Matt Kiteley at 204-930-7025.



Chatterson
JANITORIAL SUPPLIES

www.chatterson.com 1-800-667-8178

Anderson Pump House Ltd.
Your Water Systems Specialists

**For all your Water, Wastewater and Water Treatment needs
In Business in Saskatchewan for over 30 years**

Design, Installation and Materials Supply for Water Works, Distribution Treatment Plants

<p>North Battleford Anderson Pump House Ltd. 9802 Thatcher Ave. Phone: 306-937-7741 Toll Free: 1-800-263-7741 Fax: 306-937-3766 Email: infonb@andersonpumphouse.com</p>	<p>Prince Albert Anderson Pump House Ltd. 4120 - 5th Ave. East Phone: 306-764-6639 Toll Free: 1-800-263-6639 Fax: 306-763-0663 Email: infopa@andersonpumphouse.com</p>
--	---

www.andersonpumphouse.com



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

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

OFFICE AND MUNICIPAL ELECTIONS

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

PUBLIC WORKS/PARKS AND LEISURE

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

HOTEL AND VEHICLE

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

FINANCIAL

Borrowing and Financing	BMO Bank of Montreal	Contact nearest branch location	www.bmo.ca
Building Valuations	Suncorp Valuations	800-764-4454	www.suncorpvaluations.com
Credit and Debit Merchant Services	First Data	306-241-5008	www.firstdatacanada.ca



- 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 updated assessments and additional property tax revenues.
- As part of our funding plan, SAMA has introduced a \$20 maintenance fee-for-service charge beginning in 2015. This fee was introduced in response to stakeholder feedback to mitigate requisition increases by having municipalities with more growth pay for a portion of the extra assessment services they need relative to similar municipalities with less growth.
- SAMA is continually working to improve our customer service. Part of our ongoing efforts to prioritize maintenance work is to establish service charters with municipalities that detail their individual delivery needs. Contact your local SAMA office for more details or to discuss setting up a maintenance service charter.
- For more information on SAMA or Saskatchewan's assessment system, or to view individual property assessments on SAMAVIEW, please visit our website at www.sama.sk.ca.

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

Museums Association of Saskatchewan



**At MAS, our goal is to serve the people of Saskatchewan
by advancing our province's 200 museums and art
galleries**

**Museums contribute to our communities by chronicling
our province's rich heritage.**

**To find a museum near you visit
www.saskmuseums.org**

424 McDonald St.
Regina, Sk. S4N 6E1
1-866-568-7386

Funded by:



**Design • Build • Indoor & Outdoor Aquatic
Facilities • Consulting, Service, Chemicals,
Automation, & Much More!**

COMMERCIAL POOL
and Recreational Products

1-888-523-9274 | www.cp-rp.com

**Do you want to talk about physician
recruitment and retention
in your community?**

**saskdocs
will be at the
SUMA Convention
February 1-4, 2015**

**We want to hear about your
experiences**

See you in Saskatoon!



REACH OUR *Advertisers*

COMPANY	PAGE	TELEPHONE	WEBSITE
Ag Shield Mfg	35	800-561-0132	www.agshield.com
Anderson Pump House Ltd.	42	800-263-7741	www.andersonpumphouse.com
Associated Engineering	33	306-653-4969	www.ae.ca
Blue Imp	27	877-594-0541	www.blueimp.com
Brandt Tractor Ltd.	4	888-227-2638	www.brandt.ca
Bullee Consulting Ltd.	31	306-477-2822	www.bulleeconsulting.com
Catterall & Wright Consulting Engineers	19	306-343-7280	www.cwce.ca
Chatterson Janitorial Supplies Ltd.	42	800-667-8178	www.chatterson.com
Community Initiatives Fund	37	306-780-9308	www.cifsask.org
Commercial Pool and Recreational Products	44	888-523-9274	www.cp-rp.com
CUBEX	32	204-336-0008	www.cubexltd.com
CUPE Saskatchewan	47	306-757-1009	www.cupe.sk.ca
D'ARCY & DEACON LLP	21	855-656-1495	www.darcydeacon.com
Enbridge Pipelines	3	403-231-3900	www.enbridge.com
Fort Garry Industries Ltd	26	800-772-4599	www.fgilt.com
Guardian Traffic Services	19	306-522-0511	www.atstraffcgroup.com
Handy Hitch	29	800-665-2490	www.handyhitch.com
Jeff Jackson Playground Pro	35	866-757-5502	www.playgroundpro.ca
MPE Engineering Ltd.	16	866-329-3442	www.mpe.ca
Municipal Utilities	34	306-530-3141	www.municipalutilities.ca
Museums Association of Saskatchewan	44	866-568-7386	www.saskmuseums.org
Nordevco	41	204-261-1801	www.nordevco.net
Park N Play	39	866-551-8188	www.parknplaydesign.com
Pinter & Associates Ltd	24	306-244-1710	www.pinter.ca
Prairie Wild Consulting	16	306-653-2385	www.prairiewildconsulting.ca
reclaimasphalt.com	30	866-754-0848	www.reclaimasphalt.com
Resolute Rubber	9	866-621-5853	www.resoluterubber.com
Saskatchewan Assessment Management Agency	44	800-667-7262	www.sama.sk.ca
Saskatchewan Association for Resource Recovery	7	877-645-7275	usedoilrecyclingsk.com
SaskAlta	41	306-352-7275	www.saskalta.ca
Saskatchewan Heritage Foundation	15	306-787-2105	www.pcs.gov.sk.ca/shf
Saskatchewan Ministry of the Economy	12		www.economy.gov.sk.ca
Saskatchewan Workers Compensation Board	23	800-667-7590	worksafesask.ca
SaskCulture	15	866-476-6830	www.saskculture.sk.ca
saskdocs	44	888-415-3627	www.saskdocs.ca
SaskEnergy	13	866-828-4888	www.knowbeforeyoudig.com
SaskTel	48	800-SASKTEL	www.sasktel.com
SaskWater	2	888-230-1111	www.saskwater.com
Signal Industries	40	306-525-0548	www.signalindustries.ca
Stantec	17	306-781-6400	www.stantec.com
SUMAssure	20	866-450-2345	www.sumassure.ca

URBAN VOICE WOULD NOT BE POSSIBLE WITHOUT THE SUPPORT OF OUR ADVERTISERS.

Please think of them when you require a product or service. We have endeavoured to make it easier for you to contact these suppliers by including their telephone number and, where applicable, their websites.



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.

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



Seasons Greetings

from the SUMA staff
and the team at
Craig Kelman & Associates

A day in the life of...



It takes a lot to get a family through the day. It takes public services



like safe, clean schools. Keeping our roads maintained... Helping and



caring for patients and residents. Making sure we have clean, fresh



drinking water... Your family can count on public services like these.

Public services make lives better every day.



Saskatchewan's Favourite Wireless

The best network in the province, owned and operated by SaskTel, just keeps getting better!
Covering over 98% of the province's population and with 11 SaskTel Stores and
138 Authorized Dealer locations, no one has you covered like SaskTel.

■ 4G Coverage – September 30, 2014 ■ 4G LTE Coverage – September 30, 2014



Visit a SaskTel Authorized Dealer or SaskTel Store | 1-800-SASKTEL | sasktel.com

The coverage areas shown are approximate. SaskTel cannot guarantee that coverage will be exactly as shown since factors beyond our control also affect coverage. These include weather conditions, terrain, your distance from a cell tower, and whether the cell is being used indoors or outdoors. Saskatchewan 4G coverage is as of September 30, 2014. 4G LTE coverage effective date is September 30, 2014. Coverage areas outside of Saskatchewan are subject to change without notice. Long distance charges apply outside local calling areas. Rate vary depending on service plan. Mobile internet access speed provided by the network operator may vary due to the divide being used, network congestion, distance from the cell site, topography, environmental conditions and other factors. Speed on the Internet is beyond the wireless network operator's control and may vary with your configuration, Internet traffic, website server and management policies, and other factors. 4G and 4G LTE are no available in all areas.