

VOLUME 20 NUMBER 2 | SUMMER 2015

# URBAN*Voice*

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

INNOVATION

NEXT EXIT



## Infrastructure: Can we INNOVATE our Infrastructure?



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VOLUME 20 NUMBER 2 | Summer 2015

# URBAN Voice

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

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## ASSET MANAGEMENT ALLOWS YOU TO DO MORE WITH LESS

Mayor Debra Button, President

It's June once again. In most of the northern hemisphere, people call this season summer. In Saskatchewan, it's mostly known as construction season or pothole season. So, of course, infrastructure is top of mind for all of us.

Conversations about infrastructure seem to be happening more often. I also find those of us having the conversations are becoming increasingly frustrated with our inability to have an easy answer to the infrastructure woes that plague us all. But isn't the definition of insanity doing the same thing over and over again, while expecting different results? Clearly, we can't keep going down the same road (pun intended).

Earlier this year, the winner of a high school science fair in Montreal made national news. His project? Using chicken feathers in asphalt to prevent potholes. I know what you're thinking, but it's not as crazy as it sounds. The idea is based on the

chicken feathers' water resistance. David Ballas, the Grade 9 student, tested the idea after consulting with two chemists and found asphalt with the feathers included reduced fluid retention by up to half.

This kind of innovative thinking is exactly what we need in Saskatchewan, especially in urban municipalities. Our towns, villages, and cities are responsible for so many service areas. Many of us are serving rapidly growing populations, without a rapid increase in the dollars to serve them. Can we find ways to do twice as much for half the price? I would say we *must* find ways to do exactly that.

Not every innovative idea needs to be a new idea, however. SUMA has worked hard to promote asset management to our member municipalities. Though the idea goes back several decades, there aren't as many communities doing this as there should be. Asset management allows you to do more with less by making sure you

are putting the time, money, and effort into the best place at the best time. So I encourage you to read the article in this issue on the Leadership in Asset Management Program from the Federation of Canadian Municipalities. Then, you should seriously consider applying to the program before the June 15 deadline. It's a chance to get dollars for work you should be doing anyway – who doesn't want that? When you get the added benefit of making your other scarce dollars go farther, it's a win-win proposition.

We can't expect miracles, but we should expect to work hard to find solutions. I don't think the fix for infrastructure is going to drop out of the sky, nor are gobs of money. So it's up to us to put on our thinking caps, and muster up our courage to try new things. Great ideas have come out of Saskatchewan before, and I have no doubt one of your communities will be home to our next great innovation. ■



### Jeff Horan, P.Eng., Division Manager, Infrastructure Services: *passionate about innovation, value, and commitment to the clients he serves.*

A senior civil engineer with extensive transportation and infrastructure experience, Jeff enjoys working with our public and private sector clients to plan, develop, and maintain roadways, highways and municipal infrastructure that supports their needs while protecting the environment. With his leadership and experience in design and construction, Jeff brings a wealth of value to his clients.

"Jeff's comprehensive northern experience and technical expertise leads our clients to the value based resolution of many complex problems in a way they can seldom find elsewhere," advises Bert Munro, Vice President & General Manager of Associated Engineering's Saskatchewan and Manitoba operations.

Jeff says, "I value the opportunities I have had to work with staff and clients on a range of interesting and challenging transportation and municipal projects. I will continue to strive to work hard in order to help our clients achieve their goals."

Contact Jeff at [horanj@ae.ca](mailto:horanj@ae.ca) or call him at 306-764-3040.



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

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## NEW INFRASTRUCTURE FUNDING PROGRAM NEEDED

Laurent Mougeot, Chief Executive Officer

*I* sometimes wonder what will need to happen for other orders of government to catch up to reality on the status of our public infrastructure, and when will there be a consensus on the impact of underfunding road projects, public transit, water systems, and public services.

Over the past decade, as more evidence has been gathered on the extent of the infrastructure gap, both across the nation and in this province, there has been a parallel trend in announcing the value of infrastructure programs on the basis of multiple years, to magnify the perceived amount of money invested to tackle the challenges. We saw three-year

announcements, five years, and now 10 years. While these programs are much more predictable, the cumulative billions of dollars of 10-year programs create a false sense of having found a 'fix' for our challenges.

Then there is the issue of redirecting existing programs to inflate the numbers. Just this last year, the inclusion of the long-standing refund of the Goods and Services Tax to local governments has been bundled into a federal funding announcement to once more inflate the apparent significance of public funds injected into municipal infrastructure. For more than a decade, GST rebates have been returned to municipalities without conditions on where local governments may apply them.

There is now a presumption that the refunds should be directed towards capital programs.

Looking for a dedicated predictable funding program to assist communities across Canada, the Federation of Canadian Municipalities made significant progress to reach a constructive proposal with the federal government to narrow the gap. Through the New Building Canada Fund, we now have a much clearer appreciation for the level of engagement our partners at the provincial and federal levels will play in renewing transportation networks, upgrading water plants, improving waste management systems, and protecting lives and properties.

In our Saskatchewan context, municipalities with fewer than 100,000 inhabitants have received notice that approximately \$87 million of provincial and federal funding has been earmarked to be distributed exclusively among the sectors (urban, northern, and rural) over the 10-year duration of the program. While they can gain access to another pool of funding under the Provincial Territorial Infrastructure Component of the program, they will be competing with a larger base of eligible entities (including private sector ones) and with a minimum threshold of \$5,000 for eligible projects.

Effectively, at this stage, all communities but Saskatoon and Regina will be competing for an annual pool of approximately \$4.3 million from the federal government, with a matching contribution from the province.

One wonders how long it will take before federal and provincial grants in lieu of taxes will be recycled into infrastructure funding announcements.

In comparison, the predictable federal Gas Tax Fund delivers in excess of \$60,000,000 of federal funding distributed on a per capita basis to all Saskatchewan municipalities.

Local officials will need to quickly adopt three principles to address infrastructure challenges:

- adopt robust asset management practices;
- proceed with new projects only when proper business plans have been identified; and
- finally, implement service charges which truly reflect all operating, maintenance, and asset-replacement costs. ■

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# Infrastructure:

## Can we INNOVATE our Infrastructure?

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## Leadership in Asset Management Program – using asset management to provide social, economic, and environmental value

Federation of Canadian Municipalities

**F**ifteen years ago, the Government of Canada endowed the Federation of Canadian Municipalities (FCM) with \$550 million to establish the Green Municipal Fund™ (GMF). The GMF provides funding and knowledge services to support sustainable community development. The fund aims to reach higher standards of air, water and soil quality, and climate protection.

Since that time, FCM has committed to providing \$735 million to support 1,040 green initiatives in 495 communities across Canada. Of the 1,000-plus initiatives funded to date, 180 have been capital projects, which are expected to generate more than \$3.7 billion in economic activity in 134 communities. When all 180 projects are complete, they are expected to save municipalities more than \$96.8 million per year in addition to providing direct environmental benefits.

GMF-supported projects have helped municipalities build better transportation, construct more efficient and resilient buildings, divert waste from landfills, conserve water and improve its quality, make previously unusable land available for development, and many other benefits that improve Canadians' quality of life.

While the dollars GMF has invested to date have no doubt helped raise the bar on infrastructure management in this country, these dollars represent a relatively small amount compared to the billions of dollars that all three orders of government spend on Canadian municipal infrastructure projects each year.

Globally, we are at a critical juncture, in light of concerns about climate change and environmental health, and constrained financial resources to deal with significant infrastructure challenges. Every dollar spent on infrastructure needs to be optimally invested to ensure our long-term well-being. With this goal in mind, FCM developed the **Leadership in Asset Management Program (LAMP)**.

The program will support municipalities as they address some of the major structural barriers keeping them from getting the best possible long-term social, economic,

and environmental value for Canadians. The program is taking applications until June 15. Signing up could give you a head start on the asset management learning curve.



### What exactly is asset management?

First coined by Australian economist Dr. Penny Burns in 1984, the term “asset management” is now widely used in the municipal sector to focus on physical, rather than financial assets. Infrastructure management is sometimes used to mean the same thing. Municipal asset management can include all physical infrastructure assets managed by the municipality, including:

- roads;
- bridges;
- water and wastewater assets;
- buildings;
- fleet;
- recreational facilities and equipment;
- natural assets; and
- public safety assets.

GMF is using the definition for asset management developed in 2009 by the Canadian National Asset Management Working Group of the National Round

Table on Sustainable Infrastructure, because at its heart it incorporates the concept of sustainability:

*An integrated business approach involving planning, finance, engineering and operations to effectively manage existing and new infrastructure to maximize benefits, reduce risk and provide satisfactory levels of service to community users in a socially, environmentally and economically sustainable manner.*

In 2014, a new international standard for asset management was published: the ISO 55000, 55001 and 55002 series. The 55000 standard provides an overview of asset management (as a management system), including basic principles and terminology. The 55001 standard provides asset management systems requirements, and the 55002 standard provides guidelines on its application.



# Can we INNOVATE our Infrastructure?

The Canadian municipal sector is still at a very early stage in using asset management as an integrated business approach to manage infrastructure sustainably. While some municipalities – particularly larger cities – in some provinces are more advanced than others, asset management is far from being a business-as-usual practice in Canadian municipalities.

Incorporating asset management as a business process in a municipality involves analysis that ultimately leads to more sustainable choices. This includes not only choosing the right time to intervene on a particular asset, but also demonstrating the full value of retrofit and replacement solutions that have high environmental performance. When municipalities manage infrastructure without sound asset management practice in place, they are probably paying social, environmental, and economic costs that may have otherwise been avoided, because they are not necessarily prioritizing the right investments at the right time over the life cycle of the asset. They may also not be accounting for the full cost of planning decisions that require building and maintaining expensive new infrastructure. Decisions they make today could be limiting the community from meeting goals set out in their sustainability plans.

There are significant social, environmental, and economic gains to be made by helping support the adoption of asset management practice in the municipal sector in Canada. In applying it, communities across Canada will be better positioned to make their infrastructure dollars go further, with a lighter environmental footprint.

Better integration of environmental and sustainability considerations into decisions about infrastructure investments is a key objective for LAMP, as is ensuring asset management becomes embedded as a strategic business process in the municipality.

Last year, a GMF focus group with municipal sustainability directors and coordinators validated that the people responsible for 'sustainability' in their municipalities aren't well connected to the asset managers. They also don't necessarily have a good sense of how their respective roles can support each other to improve planning and decision-making. LAMP will allow participating municipalities to develop (or refresh) an asset management policy, strategy, and governance framework so asset management is well integrated with corporate sustainability goals and strategy.

Participating municipalities will also have the option to undertake a second project to develop or improve life cycle management, risk assessment, or levels of service frameworks. These are all important elements of asset management planning where innovation is needed to improve environmental, social, and economic performance of infrastructure.

Each municipality will be able to access up to \$175,000 in grant funding to undertake their projects. FCM plans to share the lessons learned from these demonstration projects nationally, and develop tools and templates that could be used by other municipalities. For more information, see the GMF section of the FCM website at [www.fcm.ca/gmf](http://www.fcm.ca/gmf), and get your application in before the June 15 deadline. ■

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## Nipawin thrives as host of the 3<sup>rd</sup> Annual Municipal Infrastructure Conference



Closing Keynote and Panel with Open Mic: Jeff Mulligan, AHHA Moments Inc.; Mayor Dave Trann, Town of Nipawin; Councillor Lewis Robin, Town of Nipawin; Mayor John Enns-Wind, Town of Kindersley; Kathy Rintoul, Executive Director of Municipal Infrastructure and Finance, Government of Saskatchewan.

**F**rom April 21 to 23 Nipawin hosted the third annual Municipal Infrastructure Conference. This event promised to be larger and offer more options for delegate participation. It offered up to four concurrent presentations per session and gave insight into a range of topics related to infrastructure.

This Municipal Infrastructure Conference started off with greetings by MLA **Kevin Phillips**, the Legislative Secretary to the Minister of Government Relations for Regional Municipal Cooperation, **Mayor Malcolm Eaton**, representing SUMA, and **Mayor Dave Trann** on behalf of the Town of Nipawin. A presentation followed from **Allen Mapstone**, who brought with him the lessons learned during the introduction of asset management in Australia. Allen has extensive experience with asset management planning and has worked on projects throughout Canada and Australia. There are many concepts that Saskatchewan municipalities can learn and build from based on the experiences of those in Australia. After this session, breakout sessions started and we heard material on a host of topics.

**Ron Hymers** of the Community Infrastructure Financing Fund presented on

Alternative Infrastructure Implementation and Management. The Community Infrastructure Finance Fund is an organization that invests in facility and infrastructure projects in Western Canada. Ron provided examples of successful projects that were part of using their alternative infrastructure implementation and management program and discussed how communities across the province can use these methods to fund their projects.

**Troy Baril, Kit McGuinness**, and **Chad Eggerman** provided a presentation focused on the 2014 Canadian Municipal Water Priorities Report and how municipalities are modernizing their water systems. Municipalities in the case study included Pilot Butte and Kindersley, with Kindersley using a model where they were able to resell their wastewater to industry.

**Judy Haber** presented on naming rights for municipal buildings and facilities. Her thorough presentation included the development of a package, the approach and the price point to potential corporate partners. Many places in Saskatchewan have had success with naming buildings, with examples including TCU Place, the SaskTel Centre, and the Shaw Centre.

**Vincent LeHaye, John Weninger** and **Dan Huang** of Urban Systems discussed the importance of regional planning and infrastructure for rural and small communities. With more municipalities looking at partnerships with neighbouring municipalities, as is the case with the Twin Lakes District Planning Commission, there will be a greater potential to save costs and identify solutions for long-term sustainability.

**Gordon Molnar** of Pillar Systems presented on integrating economic development principles into regional infrastructure planning. He identified how the effects of proper planning/infrastructure were also able to increase municipalities' ability to perform economic development.

**Dan Ferguson** and **Brad McClellan** discussed how to ensure your P3 project stays on task and to ensure all partners know their roles and responsibilities. P3 projects are becoming more common in Saskatchewan and there are opportunities that smaller municipalities could participate. Dan and Brad were able to dispel some of the myths associated with P3s and offered a perspective that allows municipalities to make the best choice for their community.



# Can we INNOVATE our Infrastructure?



Allan Mapstone, Jeff Roorda and Associates



Opening Remarks: Mayor Malcolm Eaton, SUMA VP of Cities; Mayor Dave Trann, Town of Nipawin; MLA Kevin Phillips, Legislative Secretary to the Minister of Government Relations for Regional Municipal Co-operation; Councillor Lewis Robin, Town of Nipawin; Allan Mapstone, Jeff Roorda & Associates; Gayle Zimmerman, Manager of Corporate Communications with Sask Water.

**Malcolm Koncz** and **Lynn Nagy** discussed their experience of developing a regional landfill, which consists of eight towns, two RMs and one First Nation group. They faced many challenges at the beginning, but after some persistence they were able to create a model that fits the needs of the region, while being financially sustainable.

**Owen James** and **Sandy Bailey** discussed the importance of change management as it relates to asset management. They focused on the processes, initiatives, and tactics to overcome the challenges that organizations face when implementing asset management initiatives.

**Wayne Freeman** provided a presentation on an integrated approach to planning, design, and engineering for municipalities in Montana and Saskatchewan. This presentation took it to another level by illustrating how teams of civil and environmental engineers, urban planners and landscape architects can provide integrated solutions for small- to medium-sized communities and ensure a project meets all requirements and expectations for a community.

**Bill Heywood** and **Dave Kent** did a presentation that discussed the new draft code and how municipalities could plan for any changes. This included concepts such as finding a site, design considerations, operations and maintenance, properly closing out an old site, and long-term monitor and cost recovery.

**Doug Eddy** of the Northern Saskatchewan Economic Development

Council presented on the ability of using for-profit development corporations to self-finance community infrastructure. Doug talked about ways that communities could create a development corporation to fund facility construction and financial growth. This can, in turn, provide economic benefit and social benefits to the community.

The final presentation of the evening brought together **Jeff Mulligan** of AHHA Moments (and former mayor of Lloydminster), **Mayor John Enns-Wind**

of Kindersley, and **Kathy Rintoul**, executive director of municipal infrastructure and finance with the province. Mayor Trann moderated the discussion about some of the progress that was made in the last three years. Delegates also had the chance to ask questions about their own infrastructure needs and best-practices.

It was a very informative and intense few days of sessions. All conference presentations can be found at [www.municipalinfrastructureconference.ca](http://www.municipalinfrastructureconference.ca). We hope to see you all next year! ■



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## Evolving construction sector demands and innovates with the Canadian Wood Products Industry

Canadian Wood Council

Photos by Tom Arban Photography Inc. – [www.tomarban.com](http://www.tomarban.com).



According to Ralph Emerson, “Nothing great was ever achieved without enthusiasm.” Continually pushing the boundaries of innovation, the wood products industry remains enthusiastically engaged with the design and construction communities throughout Canada to ensure wood products and building systems are recognized as viable, safe, and sustainable construction options for projects with diverse functional requirements and occupant needs.

One example where wood was a municipality’s preferential choice for construction can be found in fast-growing south-east Edmonton, with the creation of the Meadows Community Recreation Centre – a venue which provides year-round recreational and cultural opportunities to the surrounding neighbourhoods. Opened to the public in November 2014, the planning for the Meadows Community Recreation Centre was focused on creating relationships between indoor and outdoor programs; ultimately creating transparency between the two environments while maximizing the natural light and materials to create a warm and inviting atmosphere.

“The City of Edmonton is to be applauded for their forward-thinking approach in the construction of the Meadows Community Recreation Centre,” says **Paul Whittaker**, President and CEO of the Alberta Forest Products Association. “Because wood is a renewable resource with low embodied energy, its use of locally sourced products supports the project’s sustainability goals, and in keeping with the Province of Alberta’s legislation for public buildings, allows for LEED Silver certification. Wood construction also creates aesthetically unique spaces that are both functional and beautiful.”

Glulam	3,003 m <sup>3</sup>
Wood decking	866 m <sup>3</sup>
Plywood roof sheathing	277 m <sup>3</sup>
Total	4,146 m <sup>3</sup>

Figure 1. The Meadows Community Recreation Centre and Library use of wood products.



# Can we INNOVATE our Infrastructure?

When it comes to wood construction, diversity is key!

The building has an area of 21,790 m<sup>2</sup> (234,419 ft.<sup>2</sup>) and houses:

- an aquatic centre with leisure pool, 25-metre 10-lane pool, diving platforms, waterslide, whirl pool, steam room, spectator seating, and change rooms;
- a fitness centre with cardio area, studios, and a walking/jogging track;
- a gymnasium with an 11-metre high ceiling, spectator seating, locker alcove, and divider curtain;
- multi-purpose rooms with indoor playground, child minding area, party rooms, program rooms, and community rooms;
- two NHL-sized indoor rinks with spectator seating and change room; and
- an administrative area.

The Meadows Branch Library is integrated into the Recreation Centre and is approximately 1,395 m<sup>2</sup> (15,000 ft.<sup>2</sup>). The use of wood as a structural and finishing material throughout the library blends seamlessly with the outdoor reading garden – merging the inside and outside environments effortlessly.

The use of wood for the roof structure was proposed by the architects and accepted by the City of Edmonton after having positive results using wood in other primary recreational facilities such as the Queen Elizabeth Outdoor Pool and the Valley Zoo Pinniped Exhibit. The design team had extensive experience using wood and knew that it performed well in public buildings, providing visitors with an immediate connection to the indoor environment. The cost implications of using wood for the project were reviewed by a local third-party cost consultant and were found to be reasonable and within budget.

“Canada’s wood products industry continues to work with organizations such as FPInnovations and the National Research Council of Canada to develop innovative building products and improved building systems that are designed to meet the rigorous standards of the National Building Code of Canada,” explains **Michael Giroux**, President of the Canadian Wood Council. “This work is carried out so that safety remains a top priority and that wood continues to be used in a wide range of building types.”

## Environmental considerations happen naturally with wood

Using sustainably harvested wood products that store carbon, instead of the alternative non-renewable and energy-intensive building materials that require large amounts of fossil fuels to manufacture, will ultimately contribute to slowing climate change. Trees provide the only major building material grown by energy from the sun. At the end of their service lives, forest products can be reclaimed for reuse, recycled or used as a carbon-neutral source of energy. The Meadows Community Recreation Centre and Library used a total of 4,146 m<sup>3</sup> of wood products:

The Carbon Calculator tool on the Canadian Wood Council website, under the Design Tools menu, calculates the amount of carbon that is not released to the environment when wood construction is used instead of other major building materials. The carbon calculation for the Meadows Community Recreation Centre and Library shows a carbon benefit of the wood structure equivalent to taking 1,875 cars off of the road for one year, or the equivalent to operate a home for 835 years.



# Infrastructure:

## Fire safety – a hot topic

The design of the Meadows Community Recreation Centre and Library was based on the 2006 edition of the Alberta Building Code. There are two major occupancies: Group A, Division 2 Assembly Occupancy (Library, Multi-purpose Sport Hall); and Group A, Division 3, Assembly Occupancy (Arenas, Swimming Pool). The building has sprinklers throughout, and the A2 and A3 major occupancies are separated from each other by walls with a one-hour fire-resistance rating.

As with all building materials, in a building with more than one major occupant, the requirements for the most restricted major occupancy apply to the whole building. This means that the floor assemblies are fire separations with a fire-resistance rating not less than two hours.

## Moving forward

Buildings such as the Meadows Community Recreation Centre and Library should serve as examples of the possibilities of wood in construction for municipalities throughout Canada. The truth about building with wood is that it is safe, cost effective, versatile, meets code, and has a lighter environmental impact – important considerations for Canadians as the construction industry evolves and incorporates new and exciting wood technologies into buildings.

To learn more about wood products please visit the Canadian Wood Council's website at [www.cwc.ca](http://www.cwc.ca).



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# Can we INNOVATE our Infrastructure?

## SaskWater's effluent irrigated woodlot disposal solution

SaskWater



**W**astewater is a fact of life. We encounter it every day, and once it enters a pipeline it is flushed from most people's mind. But in the end, someone has to deal with it.

Throughout Saskatchewan, there are approximately 480 facultative lagoons where wastewater is collected, treated, and then released as treated effluent to water bodies.

On average, Saskatchewan residents use approximately 350 litres (77 gal) of water per person per day, every day. Close to 300 litres (66 gal), more than 80 per cent, of the water goes down the drain to the sewage collection system where it is treated by local wastewater treatment facilities. Once treated, the effluent (i.e., treated wastewater) is discharged to water bodies such as rivers, lakes and streams, or it evaporates and re-enters the water cycle.

A longstanding issue in wastewater management is the need for environmentally sustainable wastewater treatment and disposal solutions. One method is effluent irrigation onto a woodlot. SaskWater's research in this field has led to the development of an effluent irrigated woodlot system with zero discharge to the environment.

In 2010, the Canadian Council of Ministers of the Environment introduced stricter regulations for effluent being discharged. The treated effluent of many existing wastewater systems may no longer meet these new requirements and may have to undergo advanced treatment.

"Advanced wastewater treatment is a significant capital and operations and maintenance undertaking and usually exceeds the affordability for an average small community," says **Shahid Khan**, manager of water and wastewater engineering at SaskWater.

Typical advanced wastewater treatment processes are mechanical, chemical, biological, or a combination of these. Although effective, these solutions often cost more than what the majority of Saskatchewan's smaller communities can sustainably afford.

As part of SaskWater's research into alternative effluent disposal practices (such as effluent irrigated woodlots), SaskWater engineers toured facilities in British Columbia and Oregon that were actively applying effluent on to a woodlot. To obtain data appropriate for Saskatchewan, and to show the process to the regulators and prospective customers, in 2008 SaskWater began the process of creating an effluent irrigated woodlot demonstration project south of Moose Jaw.



# Infrastructure:

**The concept is simple enough, but it requires detailed planning, effluent eligibility classification, proper site selection, proper tree species selection, regulatory approval, approved monitoring practices, and annual reporting to the regulating body.**



Treated effluent disposal onto a crop, in this case a tree crop, is not new. The technology and practice goes back 155 years to 1860 in England. It is not widely used in Saskatchewan. Although the techniques have been refined over the years, the concept is the same: discharge treated wastewater onto land-based crops instead of into water bodies.

The concept is simple enough, but it requires detailed planning, effluent eligibility classification, proper site selection, proper tree species selection, regulatory approval, approved monitoring practices, and annual reporting to the regulating body.

“One of our objectives with the woodlot is to demonstrate a viable option that meets the new regulations and is more cost effective than the more common approaches,” Khan says. “The woodlot option is now included in SaskWater’s wastewater management line of business, meaning it is ready to be developed for the corporation’s customers.”

Another solution in southern Saskatchewan for wastewater management is the evaporation pond where evaporation rate is high. These require large parcels of land with appropriate quality soil types. There are also effluent irrigation systems in the province that irrigate field crops with treated wastewater effluent, but they do not use as much wastewater as the woodlot system and are more dependent on the weather to avoid overwatering and requiring frequent effluent release.

“The woodlot addresses other issues as well,” says SaskWater’s **Kurt Rasmussen**, specialist engineer with water and wastewater engineering. “Woodlots require well-drained and permeable soils and can be built to suit the contours of the land, whereas evaporation pond or lagoon requires impermeable soils. Also, tree crops are able to absorb much more effluent than field crops.”

“The woodlot also produces an environmental benefit by creating a new natural environment that can be left as

## Highlights of using an effluent-irrigated woodlot disposal system

- It is a completely natural process.
- It is easy and affordable to operate and maintain when compared to traditional wastewater treatment methods.
- Communities do not have to construct a tertiary treatment process but can use their existing lagoon.
- One hundred per cent of the effluent will be contained within the woodlot; there is zero discharge to water bodies.
- The annual operation and maintenance cost is around five to eight times less than a traditional system.
- The irrigation system’s Smart Controller only lets effluent be applied if preset conditions are met, and alters the watering days based on the amount of precipitation.





# Can we INNOVATE our Infrastructure?

a recreational forest,” Rasmussen adds. The trees in the demonstration forest come from a variety of hybrid poplar and willow clones. The pressurized effluent is supplied to the demonstration site by the City of Moose Jaw’s wastewater treatment plant storage lagoon located several miles north of the site.

A quarter acre of the woodlot has a heritage forest with many varieties of trees, such as white spruce, various pine, Siberian larch, fir, oak, elm, birch, various poplars, ash, maple, basswood, and Rocky Mountain juniper. The heritage forest helps the engineers understand how trees not normally used in an effluent-irrigated woodlot react when subjected to intensive irrigation with effluent.

SaskWater has led potential customers through the demonstration forest so they can see first-hand how it is structured and what the possibilities are for their communities. The woodlot research has addressed issues such as the appropriate tree species, sustainable irrigation rates, and the effects on the soil and groundwater from intensive irrigation.

The demonstration forest also gives the engineers a template to determine the capital and operation and maintenance costs for a full-scale project for a community. They also intend to use data collected from the woodlot to provide information to the Water Security Agency to help them develop guidelines for effluent-irrigated woodlots.

“We wanted to provide an environment where community leaders and decision makers, schools and the general public can visit to get an understanding and appreciation of what is involved in developing an effluent irrigated woodlot. We believe that seeing something in real life is much easier to understand,” says Rasmussen. ■



**“We wanted to provide an environment where community leaders and decision makers, schools and the general public can visit to get an understanding and appreciation of what is involved in developing an effluent irrigated woodlot.”**



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## Infrastructure: How to renew, how to pay

Rodney Audette – President, UMAAS

It is always great for a federal or provincial government to announce a funding program targeted for municipal infrastructure renewal. Often though, as is evident in the New Building Canada Fund, targeted funds do not always trickle down to municipalities in the amounts necessary to provide for meaningful infrastructure renewal.

The question on funding infrastructure renewal is: Where does a municipality find the financial resources to make a gain in the infrastructure deficit? Well, this is a question that is asked from coast to coast in this country and in others.

I think it can be fair to say municipalities in Saskatchewan, whether urban or rural, have severe limitations with regards to self-funding large capital projects. Some time ago – and I mean a few

decades now – funding programs that provided allocations substantial enough that municipalities apply for funds for a water plant or new road, and approval meant the project went ahead with limited impact to the municipal budget. With inflation and the lengthy displacement of time between infrastructure funding programs and the competitive style of the programs themselves, municipalities are finding that their infrastructure renewal is just not happening.

So where do we turn? Do we borrow? Do we continue to lobby other orders of government for commitments to long-term, sustainable, predictable funding programs? Do we look to alternate sources of funding from the private sector? Do we look to municipal ratepayers to fund more?

Interest rates are low and borrowing may be viewed as an affordable system of financing infrastructure renewal. Smaller projects could be done through borrowing if capacity is there. However, with large project costs, smaller municipalities may not have the necessary debt limit capabilities to access funding through acquisition of debt. The IMFG Forum No 3/2013 paper, *Borrowing Today for the City of Tomorrow? Municipal Debt and Alternative Financing*, notes "...municipal borrowing still poses risks. And borrowing is not the only means of paying for infrastructure investment."

Predictable, long-term, sustainable funding programs from the province would certainly be an asset to infrastructure renewal. Small urban and rural municipalities would welcome funding delivered

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# Can we INNOVATE our Infrastructure?

annually and awarded without a competitive process. However, there seems to be reluctance by the provincial government to establish a municipal capital project fund on its own, unless there is federal government funding to be matched.

The new funding model that seems to be getting a lot of attention is the P3 project model. In larger municipal jurisdictions private industry and municipal government project models can provide financial and service benefit to each partner. This may fit larger urban centres and regions, but is this model practical in small urban or rural municipalities? I think the answer depends on circumstance, location, and development opportunity in a particular municipality.

The fact of the matter is, however, smaller urban municipal projects will likely not produce the desired financial benefit for private industry to want to be involved.

Another avenue of funding possibility would be the local taxpayer. If you look back at each urban municipality at a time when the majority of initial infrastructure was installed and constructed – water and sewer lines, water treatment plants, sidewalks, pavement/street surfacing – you will likely find the taxpayer and the municipality funding the infrastructure costs. And by what method? Good old local improvement levies.

Of course, there may have been borrowing done by the municipality, and there may have been some level of funding from the provincial government for a project, but the ratepayer was asked to fund a certain percentage of the construction of the infrastructure. Relative to the times, it wasn't cheap for the ratepayer either. Property taxes, plus a local improvement levy (so they had

treated water and sewer systems to use and paved streets to drive on) was almost the norm. Depending on the project, these levies could have been borne for three, five, 10, even 20 years – until a project was paid for.

Municipal governments do have to look at alternative ways to fund infrastructure renewal. Private industry may see benefits in looking at small local government for partnership arrangements. Senior government may have to commit to forms of predictable, sustainable, long-term capital funding that is non-competitive. And maybe, there has to be some reflection by local government on how major infrastructure projects were funded historically: long-term debt, debentures, and local improvement levies.

Certainly the answer isn't easy for local government, but it is out there. ■

**Predictable, long-term, sustainable funding programs from the province would certainly be an asset to infrastructure renewal. Small urban and rural municipalities would welcome funding delivered annually and awarded without a competitive process.**



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## Federal Gas Tax Fund supports core community infrastructure priorities across Saskatchewan

Infrastructure Canada



**L**ast year, the Government of Canada's Gas Tax Fund (GTF) provided predictable and stable funding to cities, towns, villages, resort villages, and rural municipalities across the province to help fund core infrastructure projects, such as clean drinking water and safer roads.

The fund, which is part of the New Building Canada Plan, helps Canadian municipalities build and revitalize their local public infrastructure while creating jobs and long-term prosperity. The fund is designed to support projects that contribute to productivity and economic growth; a clean environment; and strong cities and communities.

Last year, \$2 billion was made available to communities across Canada, supporting approximately 2,000 new projects from coast to coast to coast.

In Saskatchewan – a province whose economy and population continue to grow thanks to thriving agricultural and natural resources sectors – almost \$56.3 million was made available in 2014-15.

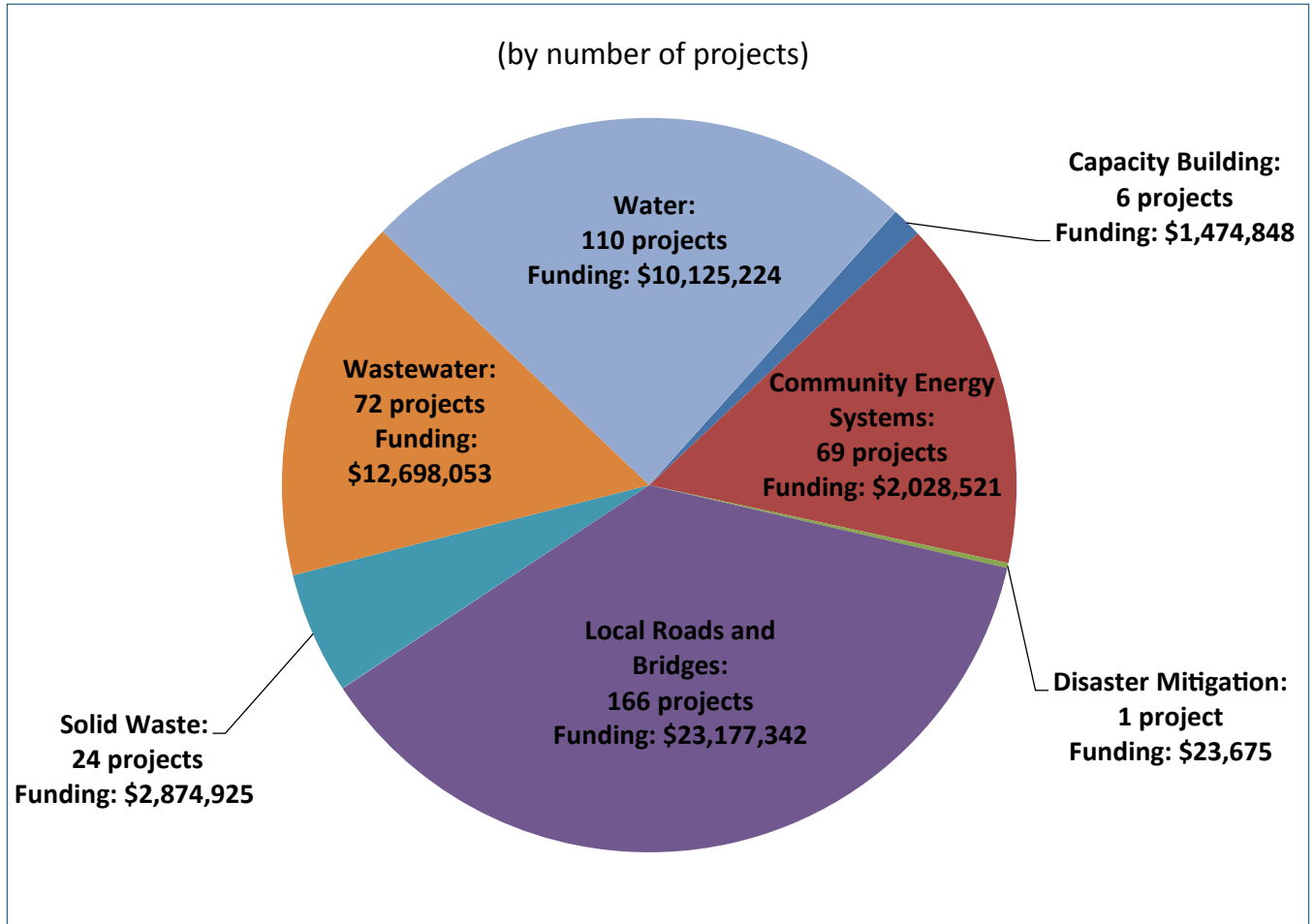
During 2014, there were 448 active projects across the province that were benefiting from federal Gas Tax Fund contributions. The majority of the projects were local roads and bridges, or water and wastewater related projects, comprising 348 of the 448 active projects. However, the chart at the right helps demonstrate the flexibility the fund offers to Saskatchewan communities in meeting a wide range of their other infrastructure needs.

Many projects ultimately helped people in smaller communities. About 86 per cent of the communities in Saskatchewan have a population of less than 1,000 people and a very small tax base, making it challenging to fund major infrastructure projects on their



# Can we INNOVATE our Infrastructure?

## Breakout of Active Saskatchewan Projects in 2014 by Funding Category



**All 781 Saskatchewan municipalities are eligible to receive semi-annual payments each year under the program, on a per-capita basis, for their municipal infrastructure and capacity building projects, subject to the terms and conditions of their agreement.**

own. The federal Gas Tax Fund, the largest component of the New Building Canada Plan, is designed to help these municipalities address this challenge.

The fund also facilitated infrastructure investments in areas in or near larger urban centres.

For example, Moose Jaw used their GTF allocation to upgrade their Buffalo Pound Water Treatment Plant and water mains. Prince Albert improved its sewage management system. The Saskatoon area is benefiting from water reservoir upgrade work, reservoir replacement and a drainage study plan. Areas near Regina used the federal Gas Tax Fund to make waterline upgrades and upgrades to a wastewater facility. And in areas surrounding both Regina and Saskatoon, the GTF supported work on local roads and bridges.

The Honourable **Denis Lebel**, federal Minister of Infrastructure, Communities and Intergovernmental Affairs, says the fund



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# Infrastructure:

is designed to help all Canadians. "Through the federal Gas Tax Fund, our government is ensuring both big and small communities, in Saskatchewan and across Canada, enjoy a high standard of living, new economic opportunities, quality services and a safe, healthy environment. These investments will support Saskatchewan municipalities in addressing their infrastructure priorities, which will ultimately support their communities and the economy."

The federal Gas Tax Fund is allocated on a per-capita basis. Since 2006, it has been doubled to \$2 billion annually, made permanent, and indexed at two per cent per year. It provides municipalities with significant financial flexibility – they can pool the funds, bank them for later use, and borrow against them.

This year, almost \$56.3 million is again available to Saskatchewan, but thanks to indexation, by 2018-19 it will jump by \$5 million to almost \$62 million.

Funding is provided twice a year to provinces and territories, which in turn distributes the money to their municipalities. All 781 Saskatchewan municipalities are eligible to receive semi-annual payments each year under the program, on a per-capita basis, for their municipal infrastructure and capacity building projects, subject to the terms and conditions of their agreement. At the end of 2014, 733 municipalities had signed and returned their agreements, indicating their participation in the program. Participating municipalities provide the province with Infrastructure Investment Plans that include detailed information on their proposed projects. Since the program began in 2005, the Province of Saskatchewan has administered more than 3,000 of these plans and made more than 14,000 payments.

Federal Agriculture Minister **Gerry Ritz** summed up the value of the federal Gas Tax Fund: "We have seen an unprecedented amount of population and economic growth in Saskatchewan. Thriving agricultural and natural resource sectors have been

a big driver and our government continues to invest in the largest Saskatchewan infrastructure plan ever. The economy and jobs are our main priorities and investments through the federal Gas Tax Fund help create a sustainable environment to keep our province moving in the right direction."

Under the Government of Canada's GTF agreement with Saskatchewan – which will govern the administration of the program from 2014 until 2024 – communities can use the funds for projects that fall under any of 18 eligible project categories. They include work in areas such as local roads and bridges, railways, drinking water improvements, wastewater developments, recreational projects, and disaster mitigation.

Other eligible project categories include: community energy systems, or infrastructure that generates or increases the efficient usage of energy; brownfield redevelopment, a term used to describe property that was once used for commercial or industrial purposes but is now being cleaned up for redevelopment; and a capacity-building category, which refers to investments that are connected to strengthening the ability of municipalities to develop long-term planning practices.

The GTF is just one example of how the Government of Canada is helping to finance the construction, rehabilitation and enhancement of public infrastructure across Canada. Launched in 2014, the New Building Canada Plan – which includes the GTF – will make over \$53 billion available for provincial, territorial and municipal infrastructure between 2014 and 2024. For Saskatchewan, this represents more than \$1 billion in dedicated federal funding for local and provincial infrastructure.

In the years ahead, the Government of Canada will continue to invest in infrastructure initiatives that play an important role in developing our communities, creating jobs and strengthening our economy. ■

**The fund is designed to support projects that contribute to productivity and economic growth; a clean environment; and strong cities and communities.**



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#### Lexcom – helping municipalities become “SMART” communities

Lexcom, an innovative technology company founded in Regina is using its expertise in information technology to build smarter communities by tackling the challenge of managing capital infrastructure assets.

Lexcom’s strategy is a multi-year initiative to assist municipalities in building an actionable asset registry that will replace paper-based records.

Many communities do not have an accurate representation of their assets. Paper-based records are in place, but offer no value in terms of pro-actively maintaining systems. Much of the historical knowledge of communities is maintained within maintenance crews, which presents a significant risk to the community.

To address this, Lexcom developed a mobile platform that allows maintenance crews to easily document their infrastructure assets and geo-locate them on a map for future generations. An actionable asset registry opens the doors to new options for predictive failure analysis, community planning and citizen engagement however this will not happen overnight.

Phase one for municipalities is the creation of the actionable asset registry. Lexcom has developed a mobile inspection system that enables maintenance crews to quickly survey their infrastructure assets and develop the asset registry.

The second phase will be to leverage the asset registry to apply maintenance policies within the infrastructure and apply predictive failure algorithms that will help in determining when infrastructure investments need to be made. (water pipes, sewer, street lights, etc.). As the asset registry will connect infrastructure components, new levels of citizen engagement can be established enabling maintenance crews to quickly notify the public of disruptions in service.

Automating the scheduling of maintenance activities and tracking inspections for each component is critical in tracking the health of an asset. Unlike paper, digital forms also provide us with the ability to apply analytics and trending to the inspection process. By applying inspection information to tangible capital asset reporting the process can now become smarter. Not only will there be better accounting of tangible capital assets but the overall health can be tracked and trended and tied to future investment decisions.

Research supports that if they can proactively manage infrastructure assets before they degrade significantly, municipalities can save up to 50 per cent of the operational costs.

Lexcom has begun field-testing in a number of communities in Saskatchewan and is looking to expand the program to five additional communities in the upcoming months. If your community is interested in participating in the program, contact Lexcom at [smartcommunities@lexcom.ca](mailto:smartcommunities@lexcom.ca).

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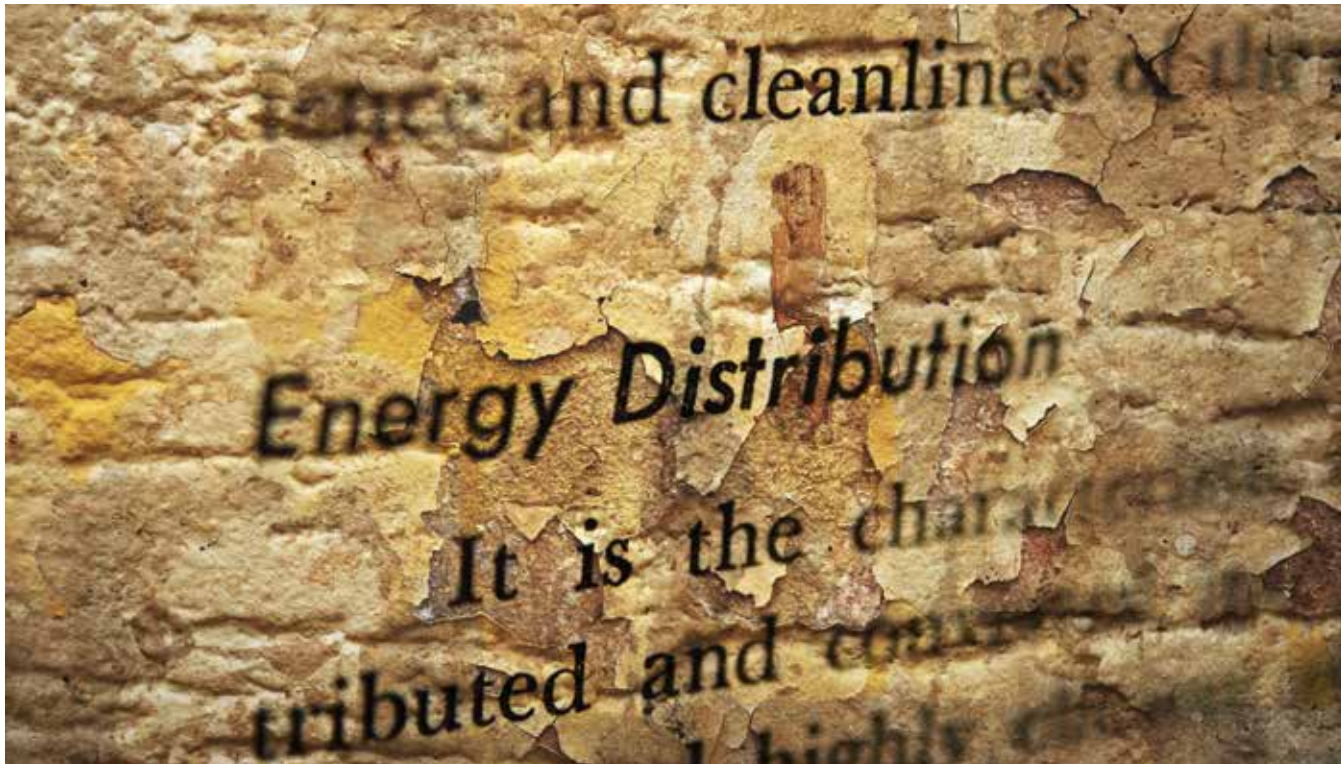
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## Improving material distribution

SaskPower



### The new location of SaskPower's distribution warehouse lessens the risk of having all materials available only in Regina in the event of an emergency, resulting in restricted access.

**W**ith the challenge of the growing need for power and the maintenance of aging infrastructure, business areas throughout SaskPower are revamping the processes they use to do business.

Logistics Management is one of those areas; recently, SaskPower opened a 20,000 square foot distribution warehouse to better serve the province's bustling north.

"Our two major urban centres will now have access to all distribution material," explained **Blair Debruyne**, Director, Logistics Management. "In the past, a truckload of item 'X' would come to Regina and then it would be re-handled, transported and shipped to Saskatoon based on a certain amount of need."

Once the centre is in full operation, Debruyne says the truck will deliver a portion of its load to the Saskatoon warehouse, reducing trucking and re-handling costs while providing crews in the northern half of the province improved access to a better variety of materials. Everything from personal protective equipment (PPE) to nearly all the material for distribution services will be readily available. The new location also lessens the risk of having all materials available only in Regina in the event of an emergency resulting in restricted access.

#### Seamless move

Over the course of one weekend a team of 11 moved everything from the current stores location at Fletcher Road in

Saskatoon to the new facility across the lot, without any interruption to service. It was a huge job; five large flatbeds of material were moved over in a single day.

Materials North Manager, **Colin Pidperyhora**, says his group in conjunction with Inventory Management, Resource Planning and Properties, put a lot of thought into the design and layout of the building, ensuring it will maximize the speed in which orders are shipped and received.

"We did take considerable time looking at the layout of the building because that helps us with the flow of how we operate, how we pick, pack, ship, and receive," he explains, adding the facility will also boast cordless IP phones to allow constant contact with storekeepers. Two large



monitors in the packing area will track weekly shipping and receiving progress.

Pidperyhora says expanding services to the north will eventually take some of the stress off Central Stores in Regina, optimize the management and flow of material and reduce capital tied up in inventory. All of these things will help meet growing material needs for capital and maintenance.

The distribution centre in Saskatoon is the next step in a broader plan to optimize the management of materials provincially. In partnership with Information Technology and Security, the Logistics Management team is implementing a warehouse management system. This technology will improve how inventory is managed within the warehouse, enable the use of improved barcodes, asset tagging and bin locations.

The team is also looking to assist with the organization and maintenance of the smaller distribution yards around the province. Right now, there are regional stores locations in Saskatoon, Carlyle, Swift Current, Prince Albert, Yorkton and North Battleford, and more than 60 smaller distribution storage yards across the province.

Debruyne says a pilot for the Material Storage Location satellite stores model recently took place in the Yorkton area.

"It has been very well received," he says. "The inventory is more routinely reconciled and the operators have what they need. The failed or damaged equipment is disposed of and cleaned up sooner and the power line technicians know a storekeeper is regularly visiting and supporting their location."

Debruyne and his team are also working to simplify the flow of the entire materials process – from purchasing to storage to delivery. With so many people involved from start to finish and so many different requirements, the system can get muddled with information.

"The differences can affect the data outputs, which are heavily relied on for purchase, availability and delivery information." To address this, a small cross-functional team has been assembled to identify the gaps in the processes that cause the issues. The team will then create job aids and information to educate users and drive consistency across the board.

"There are lots of things going on in our area right now, all aimed at improving the ability to ensure the right material is in the right place at the right time" says Debruyne. ■



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# Calling All Saskatchewan Mayors!

## 2015 Mayors Summer School

### Registration Now Open

University of Regina Campus

August 16-18, 2015

Do you want to embrace a one-of-a-kind university experience?

SUMA is now accepting registrations for the 2015 Mayors Summer School, and we want to make sure you're there.

Visit [www.suma.org](http://www.suma.org) to get the details, and register today.



### What past attendees had to say:

*"I found it the most informative, most inspiring weekend I have spent in many, many years. The school was well put together and well thought out."*

*"How I wish I'd had this four years ago! Thank you SUMA."*

*"Well organized, well run, well led."*

*"This was by far the most important and successful educational tool I've attended - plus it was fun!"*

*"This is an event that is indispensable."*

*"We are not alone out there, everyone is dealing with similar issues."*

*"Any venue where I can learn how to do my job better, I'm all for it."*

*"A busy two days of absorbing some great information"*



# 2015 REGIONAL MEETINGS

Circle your calendars so you don't miss the Regional Meeting in your part of the province!

Region	Date	Director
Central	September 28	Mayor Ron Osika
East Central	September 29	Councillor Randy Goulden
Southeast	September 30	Mayor Mike Strachan
Southwest	October 1	Mayor Barry Rudd
West Central	October 5	Mayor Al Heron
Northwest	October 6	Mayor Ben Buhler
Northeast	October 7	Councillor Glenn George

- Locations to be determined
- Watch the Regional Meetings page on the SUMA website for information as it becomes available.
- Sign up for Urban Update to get the details right in your inbox.

# SPRING CLEANING: TAKING ACTION ON NUISANCE PROPERTIES

Steven Dribnenki, Policy and Legal Advisor – SUMA



Now that spring has sprung, summer is well on its way, and flowers are blooming, less desirable sights in your community might also be emerging.

Messy yards and dilapidated buildings are not only eyesores; they can pose health and safety risks. You can remedy them much like any warm-weather project – with the right tools and a good plan.

A handy how-to guide is the Municipal Nuisance Guide from the Ministry of Government Relations. It cites the applicable municipal legislation sections for *The Municipalities Act* (although similar sections are in *The Northern Municipalities Act, 2010* and *The Cities Act*), gives practical suggestions on what to do, and includes sample resolutions and forms. It's a great place to get you thinking about how to deal with nuisances in your community.

In your toolbox are your community's bylaws and municipal legislation. Review your bylaws periodically to ensure you

understand them and they cover the nuisances in your community. The best bylaws are up to date, easy to read, and fair and reasonable to enforce. Bylaws are not revenue generators; they should be designed to keep your community safe.

Also reviewing the legislation that applies to your community periodically is a good way to catch amendments you might have missed. A good understanding of provincial legislation can also help you keep your bylaws up to date and ensure they take advantage of all the powers afforded to your community. Be sure to understand changes and how the law might apply to your community. You can ask your community's lawyer, Advisory Services at the Ministry of Government Relations, or SUMA Legal Services.

So now that your tools are in place, make sure you have the right person is using them with the right technique. *The Municipalities Act* requires certain key enforcement activities



to be undertaken only by a designated officer: either your administrator, or a person designated by council or the administrator. While council as a whole can direct action through resolutions and hear appeals, the job of carrying out the bylaw enforcement is left to the designated officer. This offers a streamlined, clear process and helps avoid later allegations of negotiated “side deals” with individual council members.

As for the right technique, have a clear enforcement policy. Cleaning up can lead to difficult situations, and the invasiveness of the activity should always be kept in mind. Your bylaw enforcement policy should be a fair plan letting residents know what to expect, setting out a standard process for complaints, investigation, appeals and remedying nuisances, and giving the designated officer clear direction.

While not required, a good way to start is having the designated officer send a letter to the resident advising of the bylaw and the contravention, and giving a time limit to fix things. This letter may be all that's required to get someone to take action. If necessary to further the investigation, the letter can also request permission to enter the property pursuant to your municipal legislation.

If the resident fails to respond, it's time to take action by either seeking a warrant to enter the property or issuing an order to remedy. Be sure to conform with legislative and bylaw requirements, including giving a reasonable time to respond and an appeal date.

Antonenko v. McKee, 2010 SKQB 213, while based in previous municipal legislation, provides a good outline of how to implement a cleanup. In Antonenko, the Village of White Fox took

escalating steps to notify the resident of the contravention and work with him to clean up his yard of junked vehicles, including two preliminary notices (June 10 and 24, 2003), three orders to remedy (September 18, December 18, 2003, and July 7, 2004), which took into account work that was done, and allowing the resident two opportunities to address council during a council meeting. When the village took action on September 27 and October 4, 2004, it hired people to clean up the yard, videotape and catalogue all the items cleaned up, and arranged for a tow truck and compound as well as RCMP officers. An important note is the village making arrangements with the compound owner – and limiting their liability by specifying a holding period for the vehicles – and notifying the resident of the fees, the time limit the items would be held, and what he needed to do to get the items back.

In Grover Holdings Ltd v Her Majesty the Queen, 2009 SKQB 442 (CanLII), the court upheld a conviction as well as fines and an order to remedy imposed by the provincial court when the resident owner failed to fix up a dilapidated property. The City of Saskatoon decided to charge the resident with failing to comply with an order to remedy and the Property Maintenance Appeal Board appeal decision amending the order. The city inspected the property on a timely basis and provided specific descriptions of the deficiencies.

Cleaning up nuisance properties is a valuable service to your community, although one requiring investment and patience. But, like any important project, getting the right tools in the hands of the right people using the right technique will lead to a blossoming community. ■



- 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.

- SAMA conducts revaluations based on a four-year cycle. 2013 was the year of the last revaluation, and in 2017 assessed values will be updated to reflect a new base date of January 1, 2015. The Agency recognizes that all parties should be provided with as much time as possible to examine the assessment shifts and make tax policy decisions prior to 2017. SAMA plans to ensure that assessment trends are communicated to Government Relations on or before April 1, 2016, and to our client municipalities by September 1, 2016.

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

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

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# ADVOCACY UPDATE

Sean McEachern, Director of Policy and Communications

# Advocacy



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

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

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

## Consultations

In many cases, changes to provincial legislation and regulations have an impact on urban governments. SUMA is often consulted on these proposed changes. In the past few months we have provided the urban perspective on the proposed municipal boundary alteration compensation guidelines, amendments to tax enforcement and the expedited tax enforcement process, fire service rates for motor vehicle collision attendance, the municipal growth readiness checklist, small claims court review, voting machines in municipal elections, and proposed changes to agriculture drainage regulations.

In every consultation we examine the changes to ensure they are in our members' best interest, and we often engage members, both elected and non-elected,

to test the potential impact on local operations. Participating in consultations is time intensive, but it is an important part of the service we provide to our members.

## Municipal Revenue Sharing

Near the end of 2014, Premier Wall hinted that the Municipal Revenue Sharing program might be adjusted in 2015 in response to the province's changing financial position. SUMA took a proactive approach to engage with the Premier and the Minister of Government Relations to communicate concerns with altering the program. The revenue sharing program was implemented in partnership with the government and municipal associations as a way to provide a long term, predictable, and sustainable funding source for local governments. With the assistance of



member municipalities, the Board of Directors worked tirelessly to protect this program from any changes. We were successful and saw more than \$190 million invested into urban and northern municipalities in the 2015-16 provincial budget.

### Regional Recreation Collaboration

In partnership with the Saskatchewan Parks and Recreation Association, SUMA initiated a research project on Saskatchewan practices for regional collaboration on recreation services. Local governments recognize the value and benefits parks and recreation services offer to individuals, families and communities. You provide a variety of services and facilities that support and meet the recreation needs of your citizens.

The outcome of the research project was a guide with templates to help local governments establish regional partnerships on recreation. The guide was officially launched at the SUMA Convention 2015 in Saskatoon. You can request a hardcopy of the guide by contacting SUMA, or access the guide online by visiting the SUMA website.

### Multi-Material Recycling Program

The Multi-Material Recycling Program (MMRP) was scheduled to begin in January 2015. Unfortunately, in December 2014, the Government of Saskatchewan made a significant policy change in how the program handles small business. This decision caused Multi-Material Stewardship Western (MMSW), the association representing industry, to cancel all contracts with municipal governments and postpone the launch of the program. MMSW is undertaking ongoing discussions with the government on how to proceed. In addition, a small business working group (comprised of representatives from the Canadian Federation of Independent Business, SUMA, SARM, regional waste authority association, and Chambers of Commerce) is working on how to best bring small businesses into the MMRP. SUMA continues to play an important role, ensuring the needs of urban governments are met in this program. While there is no firm start date for the MMRP, SUMA is pushing for the program to begin as soon as possible with all interested municipalities able to take part.

### Municipal Recycling Transition Fund

As we wait for the launch of the MMRP, SUMA is administering a temporary transition funding program to assist local governments and waste authorities to operate their recycling programs. The Municipal Recycling Transition Fund will be distributing approximately \$500,000 to programs that

were in operation on or before January 1, 2015, and who registered for the transition funding by the May 15 deadline. Information on this program can be found on the SUMA website.

### Recycling Infrastructure Grant Program

The Ministry of Environment launched the Recycling Infrastructure Grant Program in early February 2014. This was a cost-shared program (60 per cent municipal/ 40 per cent grant) to help local governments and regional waste authorities purchase the basic infrastructure needed to start a residential recycling program or expand

a current service. Eligible assets included depot bins, scales and trailers for transportation. SUMA administered the program for the ministry. The program paid out almost \$400,000 to municipal governments and regional waste authorities.

### Environmental Code Landfill Research

SUMA heard from members their concerns about proposed changes to landfills standards in the new Environmental Code and committed to compile information on the costs and challenges of meeting these proposed standards. In 2014, SUMA engaged the services of a landfill expert



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**Playground Pro**

from the University of Saskatchewan to collect, process, and analyze information from our members to establish potential costs for urban governments to upgrade their landfills to the proposed standards. The response rate from members to the landfill survey was low, but the data we did collect was very useful and is currently being analyzed. Over the next few months, we should be able to establish a firm position on the proposed changes and provide members with an estimate of potential costs.

#### Advocacy Days

On April 15 and 16, SUMA Board members met with provincial Cabinet Ministers to discuss items of interest to urban governments. The Board met with the ministers from Environment, Highways and Infrastructure, Justice, Corrections and Policing, Social Services, Crown Investment, Central Services, Agriculture, Health, and Rural and Remote Health. Board members talked about issues such as revenue sharing, housing, fine revenue,

recycling, consultation protocol, the Urban Highway Connector Program, northern highway investments, rail safety, and policing costs.

The Board views this initiative as an excellent way to share our members' concerns with Cabinet Ministers in a face-to-face setting. Advocacy Days will be an annual event for the SUMA Board of Directors.

#### SGI Motor Vehicle Collision Rates

Over the past year, SUMA has been working in partnership with SARM, the Saskatchewan Association of Fire Chiefs, and the Saskatchewan Volunteer Fire Fighters' Association to advocate for higher compensation rates from SGI that reflect the actual costs municipal fire departments incur for attending to motor vehicle collisions. SGI has responded by asking SUMA and SARM to submit a business case that outlines the rationale for the increased rates. The business case should be completed this spring and submitted to SGI for review.

#### SUMA Legal Services

SUMA launched the SUMA Legal Services program in 2014 with the addition of Steven Dribnenki, a practicing lawyer, to the Policy and Communications team. The program provides assistance to SUMA members on legal matters and helps them build capacity. In the past year, the program has fielded more than 70 requests for assistance on matters involving human resources, legislative compliance, bylaw enforcement, and liability. In addition to helping with legal matters, the program also provided educational opportunities through presentations and Urban Voice articles on compliance with conflict of interest legislation; information and privacy protection; and municipal liability.

#### Community Safety Officers

SUMA has been working with SARM, the RCMP, and the ministries of Justice and Corrections and Policing for more than two years to develop an alternate enforcement option for municipalities. The Community Safety Officer Program was officially announced earlier this year, giving municipalities the opportunity to hire CSOs capable of enforcing not only bylaws, but aspects of *The Traffic Safety Act* and a few other provincial statutes, as well. The first training program is nearing completion at Saskatchewan Polytechnic, with another class expected for the fall of 2015. ■



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# 27<sup>TH</sup> ANNUAL SUMA GOLF TOURNAMENT

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visit [www.suma.org](http://www.suma.org)



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# 111<sup>th</sup> Annual SUMA Convention

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# *Get recognized for going the extra mile in your municipality!*

*Award-winning municipalities will be celebrated at the SARM midterm convention in November 2015, and the SUMA convention in February 2016.*

Nominations for the 9<sup>th</sup> Annual Saskatchewan Municipal Awards close  
**Wednesday, September 9 at 4:00 p.m.**

## **Why should we apply?**

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

## **Who can apply?**

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

## **How can I apply?**

- ✦ Nominations open Friday, June 12, 2015.
- ✦ Visit [www.municipalawards.ca](http://www.municipalawards.ca) to get full details and a nomination form.
- ✦ Deadline for nominations is **Wednesday, September 9, 2015.**

## **What types of projects receive awards?**

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



## Pet license tags, animal control products – and so much more

Noted supplier Ketchum Manufacturing Inc. and SUMA enjoy a unique partnership that offers SUMA's member municipalities discounts on pet license tags, animal control products, and so much more! The partnership is unique because SUMA administers the program. According to **Tania Meier**, SUMA's Director of Corporate Programs and Member Services, "The process is so easy – all orders and invoices are handled through **Heather Vanderaa** at the SUMA office. Simply fill out our customized order form, send it to Heather and your products will be shipped directly to your municipality along with the invoice. No fuss, no muss!"

### WHAT A HISTORY

For more than 100 years (and 19 Canadian Prime Ministers), Ketchum Manufacturing has been satisfying its customers with a unique array of products. Started in 1913 by Ottawa bicycle shop owner and inventor **Zebulon Ketchum**, the company's first products were metal identification tags for livestock (popular products it still manufactures today).

In 1921, Zebulon's daughter, **Isabelle Ketchum Percival** purchased the company. During both world wars, Ketchum Manufacturing retooled its operation so it could assist in the war effort by manufacturing bullet casings, gun triggers, detonator covers, and soldiers' dog tags (another product the company still produces).

Mrs. Percival's nephews, **Brian and Peter Gilman**, bought into the company and helped run it until 1993, when they sold it to their general manager and his wife, **Claude and Gail Lalonde**. Around this time, Ketchum Manufacturing entered new markets, becoming a custom print factory, die-cutting plastics used in the hotel, retail and grocery industries, and producing tags used to identify and trace wild and farmed seafood – while still producing numerous metal products for various industries around the world.



### INCREDIBLE ARRAY OF PRODUCTS

In 2008, Ketchum Manufacturing partnered with SUMA on the SUMAdvantage program. Member municipalities receive a five per cent discount on all Ketchum orders. SUMA's Tania Meier says Ketchum manufactures many products that are hard to come by, especially for smaller municipalities. From pet tag licenses to dog catching poles to parking permits, if the product is made of plastic or metal and has a municipal use, odds are Ketchum Manufacturing produces it. The list of products produced by Ketchum is simply too vast to list here. Readers are encouraged to visit the Ketchum Municipal Catalogue and see the incredible array of products at [www.ketchum.ca](http://www.ketchum.ca).

According to Tania, 45 municipalities used the Ketchum SUMAdvantage program in 2014, "And we would certainly like to see that number of satisfied customers increase in 2015," she concludes.

For further information, contact SUMA's Heather Vanderaa at 306-525-4391 or [hvanderaa@suma.org](mailto:hvanderaa@suma.org). ■

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

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

### OFFICE AND MUNICIPAL ELECTIONS

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

### PUBLIC WORKS/PARKS AND LEISURE

Cat and Dog Tag Licensing and Animal Control	Ketchum Manufacturing	306-525-3727	<a href="http://www.suma.org">www.suma.org</a>
Equipment Rental	Hertz Equipment Rental	800-777-2700	<a href="http://www.hertzequip.com">www.hertzequip.com</a>
Fuel Supply	PFA Canada	800-807-3750	<a href="http://www.pfacanada.ca">www.pfacanada.ca</a>
Janitorial Supplies	Chatterson Janitorial Supplies	800-667-8178	<a href="http://www.chatterson.com">www.chatterson.com</a>
Mosquito Control	Direct Solutions	800-661-2991	<a href="http://www.aatdirecsolutions.com">www.aatdirecsolutions.com</a>
Municipal Tires	Kal Tire	Contact nearest location	<a href="http://www.kaltire.com">www.kaltire.com</a>
Municipal Tires	Michelin	Purchase through Kal Tire, Saskatoon Wholesale Tire or Graham's Tire.	
Natural Gas	Connect Energy Partnership	866-934-6918	<a href="http://www.connectenergy.ca">www.connectenergy.ca</a>
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### HOTEL AND VEHICLE

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Saskatoon Hotel	Park Town (Saskatoon)	800-667-3999	<a href="http://www.parktownhotel.com">www.parktownhotel.com</a>
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## is more than just talk

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

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

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



## What are you doing for Culture Days?

There are hundreds of free cultural activities happening throughout the province during Culture Days from September 25 – 27, 2015!

Visit [culturedays.ca](http://culturedays.ca) for more information about attending or hosting activities.

# culture days

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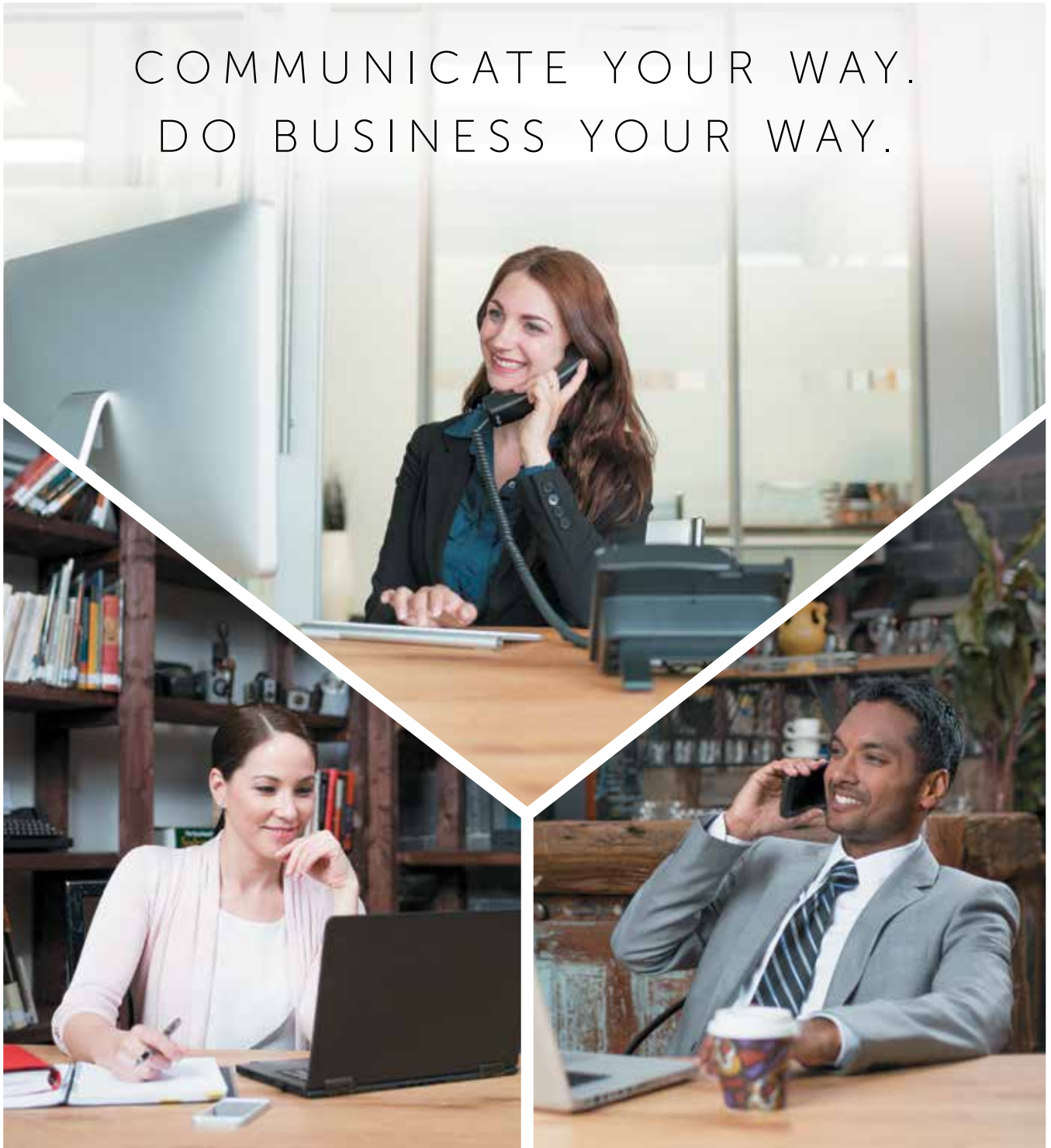
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