

## Special Projects Coordinator position a 'win' for everyone

The role of administrator of an urban municipality can be a tough one. As the conduit between council and taxpayers, the administrator wears many hats, including office administration, billing, overseeing town projects, and communications, to name just a few. Sometimes, this leads to a loss of opportunity, when existing funding opportunities aren't discovered or pursued, due to a simple lack of time.

Such was the situation the Town of Carlyle faced in 2007. A temporary administrator serving the municipality after the departure of the previous administrator was finding it difficult to adapt to the town's busy requirements as well as work on one of Carlyle's urgent projects – rehabilitating the town's airstrip, a vital part of the community's business and transportation sectors.

"That's when the Council decided to contract [the work] out," said Carlyle Town Administrator Huguette Lutz.

Local consultant Lorri Solomon had earlier applied to council to fill the Community Development Officer role. Instead, she was chosen to determine what the project would require for a sustainable rehabilitation. While a total reconstruction of the airstrip was felt too costly to proceed, council members were so impressed with the value of Solomon's work that they decided to continue the initiative by retaining her as a Special Projects Coordinator.

In this role, Solomon would seek out available grant funding targeted to projects the town had identified in its strategic planning process. The newly created position also solved another long-term problem for the town council: deciding on funding requests from community groups.

Historically, community groups of all sorts would informally petition council during monthly meetings to provide funding for any number



Special Projects Coordinator Lorri Solomon, Carlyle Town Administrator Huguette Lutz and Carlyle Mayor Don Shirley present a token of their appreciation to City of Pilzen Mayor Pavel Rödl during the 2009 LivCom awards in Pilzen, Czech Republic.

of causes and projects. Decisions were sometimes made on an ad-hoc basis, and the town had a hard time tracking the success of projects to which they had donated. In her role as Special Projects Coordinator, Solomon developed a process for these groups to apply for available funding. The application form helps groups solidify their

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## Ministerial Meetings



As part of its continued efforts to advocate on behalf of its members' interests, SUMA recently underwent a series of meetings with Saskatchewan ministries, to discuss how ministry mandates affect urban municipalities. L-R: SUMA President Allan Earle, Hon. Dustin Duncan, Minister of Environment, and SUMA Vice-President of Cities, Fred Clipsham met Aug. 19 to discuss mutual concerns.

## Convention 2011 promises to be better than ever!

Delegates to the 106th annual SUMA Convention, to be held Sunday, January 30 through Wednesday, February 2, 2011 at Saskatoon's TCU Place will appreciate the changing focus and improvements the event has in store for them. "Connecting Voices, Strengthening Communities" is the 2011 convention theme, a premise that speaks to the way SUMA unites its members and represents them as a unified entity. The theme also touches on the government-to-government relationships SUMA is fostering, as well as the many ways in which Saskatchewan municipalities can work together. One exciting new element of the convention will be the change in format to allow delegates to attend more sector-specific sessions, making the content more relevant to each and every municipality. The host hotel for the 2011 event is the Sheraton Cavalier. For hotel information on the Sheraton Cavalier and other hotels available in Saskatoon, visit the SUMA website.

SUMA thanks its convention sponsors: (Diamond Level) SaskWater, SaskPower, Aon/Travelers, (Platinum Level) Tourism Saskatoon, (Gold) Bullee, Loraas, (Silver) City of Lloydminster, (Bronze) Vadim, (Friend) Communities of Tomorrow. More details will be available in the weeks to come, so watch the weekly Urban Update and October's edition of the Urban Voice.

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# President's Voice



While attending a meeting in Regina recently I came upon a unique billboard advertisement that I found quite fitting for summer in Saskatchewan: "The shortest distance between two points is under construction."

Throughout the province there is a tremendous amount of infrastructure renewal occurring due to investments made by the federal and provincial governments through the Building Canada Fund and Infrastructure Stimulus Fund, which have enabled urban municipalities to proceed with vital projects involving water treatment systems, recreational facilities upgrades, roadway and bridge improvements. All of these projects will have a positive long term impact on Saskatchewan.

However, there are concerns within the municipal sector that some of these projects may not be completed by the March 31, 2011 deadline, due to the severe weather we've experienced this year. If projects are not finished, federal funds will be clawed back, and local taxpayers will be on the hook for additional money. SUMA has been working with our colleagues at the Federation of Canada Municipalities (FCM), as well as the provincial Ministry of Municipal Affairs, to encourage the Government of Canada to make exceptions for projects that are delayed as a direct result of the intense weather. Recent reports suggest that the federal government feel that all projects should be completed and there will be no need for any extensions. SUMA disagrees and will continue to work to create a solution that meets the needs of our members.

Another matter that has heated up the federal political scene is the decision by the Minister of Industry, the Honourable Tony Clement, to remove the mandatory long form census and replace it with a

voluntary National Housing Survey. SUMA has joined with FCM, provincial governments and other organizations calling on the minister to reverse this decision.

Municipal governments are responsible for delivering many vital services to the citizens of their communities including recreation, public transit and affordable housing. The information collected via the long form questionnaire is used extensively to target delivery and evaluate the effectiveness of these services. Municipalities are confident that the mandatory long form census provides the best available data to make sound policy decisions. SUMA is deeply concerned that shifting to a voluntary household survey will greatly jeopardize the data credibility and could lead to decisions being made with unreliable and biased data. Unfortunately, this decision may force municipalities to initiate their own research collection to backfill the loss of information. In Saskatchewan, municipalities do not have the financial capacity to invest additional funding into detailed surveys to derive the level and quality of data collected from the long form census. Just another example of downloading we can't afford.

In addition to these major issues SUMA has also been extremely busy on a number of other matters.

Once again SUMA is administering another year of the Municipal Recycling Bridge Funding Program. The program and the website are up and running and staff are working hard to disperse the funds to municipalities as quickly as possible. For further information please visit [www.saskmunicipalrecycling.ca](http://www.saskmunicipalrecycling.ca).

Another project being administered by SUMA has been producing results for urban municipalities. The Tangible Capital Asset (TCA) Reporting Project has recently completed a pilot project with the Town of Dalmeny. The focus of the pilot was to utilize the TCA data collected to develop an asset/financial management plan for the town's road network. The findings were presented to administrators at the 2010 UMAAS convention and to the SUMA board of directors. The TCA project is currently nearing completion of a pilot with the RM of Buckland to develop a plan for their bridge network. The TCA project is also working with UMAAS to deliver another round of financial statement workshops in October. Information on these sessions and registration details can be found at [www.sasktca.ca](http://www.sasktca.ca) in the events section.

Lastly, SUMA's corporate program "SUMA Advantage" is going through a rebranding initiative and will be officially launched this fall. The board is looking forward to this as the Advantage program offers substantial savings to our members and generates revenue for the association. If you currently don't use any of the Advantage programs I encourage you to contact Tania Meier, Manager of Corporate Programs, to discuss the potential benefits to your municipality.

I hope everyone has enjoyed their summer and may we be lucky to have the warm weather stay for a few more months. Go Riders!

*Allan Earle*

## Knowledge builds Canadian Communities

By Marni Cappe, RPP, MCIP

Reprinted courtesy Canadian Institute of Planners

Canadian communities may be built with bricks and stone, but the foundation of our communities rests on knowledge and vision: *knowledge* about who lives and works in our communities; *vision* to guide and sustain the future.

Across Canada, professional planners engage in decisions every day that affect where and how people live, the facilities they use, and how they travel between homes, workplaces and shops. Good decisions can make a big difference to the quality of life for Canadians, by for example, making affordable homes available in places where demand is high; or reducing travel time to work

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Group Benefits Administrator

**Contact us:**  
Saskatchewan Urban Municipalities Assoc.  
200 - 2222 13th Avenue Regina, SK S4P 3M7  
P: 306-525-3727 F: 306-525-4373 [suma@suma.org](mailto:suma@suma.org) [www.suma.org](http://www.suma.org)



# Zimmer feels volunteerism a key for healthy communities Board Profile – Rolly Zimmer

In the coming issues of the Urban Voice, we will feature profiles on SUMA Board members, to allow our readership to 'get to know' the Board a little better. We hope you enjoy this new feature!

It's no surprise, really, that Roland (Rolly) Zimmer can be found at the mayor's desk in Tisdale, or at a Board of Directors meeting for SUMA. Volunteering time to worthy organizations seems to come naturally for him.

Rolly was born to a farming family near Roblin, Manitoba. The eldest of eight children, Rolly grew up on the farm, with the prairie mentality that everyone had to contribute to make things work – the same concept that he still holds today.

After graduating from Roblin Collegiate, Rolly worked locally in a number of jobs including hotel management and accounting. He helped out on the family farm, and joined the Kinsmen both for the fellowship and because he enjoyed taking part in the good work the group did within the area.

"I've always believed that no matter where you live, you must give back to the community," Rolly said. "It's just something that is common sense."

After a few years, he was accepted into the RCMP academy, and joined the force in 1975, working in Regina's "F" Division. He married his wife Gwen, and they had three children, Alison, Shane and Myles.

Rolly left the RCMP in 1988 to purchase a business in Tisdale, the last location at which he was

posted. He owned and operated the business for over 12 years, until retiring in 2000.

During that time, Rolly was asked to join, and later serve as President of the Tisdale Chamber of Commerce. He served on the provincial chamber of commerce's board of directors during that time, too. He continued to be an active volunteer in other areas, including the Kinsmen, the local curling club, and other organizations, as well as helping with his children's sporting activities. Today, Rolly is still active in community volunteerism, coaching baseball and minor hockey, and serving on the boards of many organizations.

"One day someone came up to me and suggested that I run for council," Rolly said. "I thought, 'why not?', and did it, and was elected. My attitude toward municipal politics is, 'if you're going to be critical of what's going on, get involved and be part of the solution'."

It was a natural segue, in time, to run for the mayor's position, and from there, to become an active member of SUMA and serve on its board. Today, Rolly is pleased to represent SUMA by holding the Vice-President of Towns position.

"I genuinely love my community," Rolly said. "That's where the commitment stems from."

Rolly sees SUMA as a driving force in enhancing the lives of Saskatchewan residents, and in creating sustainable communities. "It has huge



SUMA Vice-President of Towns Rolly Zimmer feels that volunteering is an essential part of building a healthy community.

benefits for all of our members," he said. "Whether it's lobbying for the collective interests of urban municipalities, or providing members insurance and partner benefits through the Advantage Program, you get better results as a large association. We're membership driven, and our

members get good value for their money."

What would he advise non-member municipalities? "Definitely – to join. I know it's hard sometimes to come up with money at a local level, but plan for it. It's well worth it."

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(All courses and workshops will be held in Saskatoon.)

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## 2010 SUMA Golf Tournament on par for amusement

With all the unseasonably severe weather Saskatchewan endured this summer, the 2010 SUMA Golf Tournament, held July 9 in Melville, was a welcome respite from the rain for the 40 golfers who took part. The tournament followed a banquet the night before the tournament at Melville Community Works.

The team of Justin Black (representing Graham Construction), Jay Drouin (Willow Bunch), Bob Maloney (Yorkton) and Carrie Bjola (White City) accepted the championship trophy with a score of 61, presented by Melville City Manager Michael Hotsko.

Hotsko also bestowed the Dennis Draper Memorial trophy to the foursome of Ross Fisher (Yorkton), Denis Pilon (Swift Current), Allan

Earle (SUMA President) and Darrell Webster (representing Vadim Software). This prize goes to the last place team in memory of the late mayor of Buena Vista, whose goal was to keep the “fun” in the game of golf.

Once again, the tournament enjoyed sponsorship from a variety of sources, including municipal suppliers, Crown corporations and private businesses. Breakfast on Friday was sponsored by Concentra Financial, and lunch that day was paid for by Graham Construction. SaskTel and Connect Energy each sponsored a hole-in-one, and Vadim Software donated \$1,000 to the tournament. Prizes were plentiful – every golfer took one home.

Next year, the tournament will be held in Melfort.



Renaud Bissonnette (Willowbunch) and Courtney Vaudner (Melville) shared a cart on the course.



Part of the evening's entertainment was karaoke. Michael Hotsko (Melville), Courtney Vaudner (Melville), Renaud Bissonnette (Willow Bunch), Barb Griffin (Strasbourg), Shauna Brown (SUMA), Rodney Audette (Carnduff) and Barry Gunther (SUMA) took part in the fun.



SUMA's Tania Meier tried for the hole-in-one competition



The team of Ross Fisher, Denis Pilon, Allan Earle and Darrell Webster took home the Dennis Draper trophy as “Most Honest Team”.



The trophy winning team consisted of Justin Blac, Jay Drouin, Bob Maloney and Carrie Bjola.



Bruce Evans, Mayor of White City, lined up a shot on the Melville Golf Course green.

## Guiding Canadian municipalities in developing a Housing Action Plan

In working with smaller communities across the country, Canada Mortgage and Housing Corporation (CMHC) representatives have identified a need for an information tool that would assist municipalities wanting to develop or enhance their own Housing Action Plan. As such, CMHC has designed *A Guide for Canadian Municipalities for the Development of a Housing Action Plan*.

A Housing Action Plan provides municipalities with a framework that allows them to implement strategies intended to create and develop market, affordable and non-market housing units. It lays the foundation for success by identifying housing needs within the community and translating them into solutions.

The Guide was designed to assist small municipalities in developing housing plans by facilitating the process of addressing their specific housing needs, as determined by the community.

The Guide's main sections include:

- Benefits of a Housing Action Plan
- Key components of a Housing Action Plan

- Steps to creating a Housing Action Plan
- Importance of accurate housing research
- Identification of barriers and opportunities
- Tools to create housing in a community

A glossary of terms, municipal tools and approaches to creating housing, as well as data sources are also presented in the Guide.

Along with this Guide, a companion CMHC presentation is available to assist municipalities to develop or enhance a local Housing Action Plan.

CMHC's team of experts is dedicated to advancing housing solutions across the country. These experts work with municipalities and the private, public and non-profit sectors at a local level to help create vibrant, healthy communities.

For further information, please visit the Affordable Housing Centre website at [www.cmhc.ca/affordablehousing](http://www.cmhc.ca/affordablehousing).





# Taking Advantage

## Suncorp visits SUMA regional meetings

It was a great pleasure to visit the seven communities for SUMA's regional meetings this spring. The unique and diverse venues really displayed what the communities have to offer. The renovations and upgrades to both new and old properties showed how active and proud these communities are of their towns and villages.

Suncorp Valuations was given the opportunity to share what we have to offer, and express our desire to partner with Saskatchewan municipalities, not only to appraise assets, but to protect those assets and communities from under-insurance. Perhaps it wasn't the most exciting of topics – we promised to keep it short and highlighted just a few of the benefits of working with us.

For those who missed it, Suncorp is a SUMA Advantage Partner. We are an appraisal firm headquartered in Saskatoon with offices across Canada. The company was founded in 1960 and has had a long history of serving Saskatchewan private and public entities. As a third party appraiser, Suncorp values property for insurance needs as well as for market value.

For Saskatchewan municipalities, we highlighted the risk of being under-insured

as well as the importance of being prepared for a loss. Having an appraisal ensures that your values are accurate, but also provides a single report of the community's buildings and mobile equipment, which is very helpful at the time of a loss.

Once engaged, Suncorp will visit your municipality to complete field work which is a detailed appraisal of the community's buildings and equipment. The contents are also valued in a summary format. All this data is then returned to the office where we produce our report based on numerous resources that guarantee we can stand

behind the reported values. Each year we return to review additions and deletions, and update our report to make certain that values accurately reflect the current market.

This fall marks one full year that Suncorp will have been a SUMA Advantage Partner, and already a dozen communities have benefited from this. Over the next year we hope to share the stories of these projects.

For more information or a no obligation appraisal proposal, please contact Zahid Cheema at Suncorp Valuations at (306) 652-0311, or email [zahidcheema@suncorpvaluations.com](mailto:zahidcheema@suncorpvaluations.com).



### Remember –

Time is flying by... register for the 2010 Financial Statement Workshops today!



Hosted by the Urban Municipal Administrators Association of Saskatchewan (UMAAS), the workshops will focus on understanding and analyzing the new financial information found in the 2009 financial statements, and on illustrating and analyzing the changes to municipal budgeting going forward.

Sessions run from 9 a.m. to 4 p.m. October 5 (Regina Queensbury Convention Centre), 6 (Saskatoon TCU Place) and 7 (Prince Albert Travelodge).

### Workshop Registration & Cost:

Register at: [www.sasktca.ca/seminar-registration.php](http://www.sasktca.ca/seminar-registration.php) and select the workshop location under **online module** that you wish to register for.

The cost for attending the workshops is **\$75 per attendee**, which is payable to UMAAS. All payments can be sent to:

U.M.A.A.S  
Box 603  
Hudson Bay, SK S0E 0Y0



### CALL FOR RESOLUTIONS: 106<sup>TH</sup> ANNUAL SUMA CONVENTION

Members are encouraged to submit resolutions anytime in the year, but the DEADLINE for receipt of council resolutions for the 2011 Convention is NOVEMBER 1, 2010.

Late resolutions will be reviewed by the Resolutions Committee but only those considered to be newly emergent and urgent will be presented to the Convention as emergency resolutions. Other late resolutions could be sponsored by the Board of Directors or considered after Convention.

### RESOLUTION PROCEDURES

Submissions should be forwarded to the Resolutions Committee at the SUMA office via e-mail to: [smceachern@suma.org](mailto:smceachern@suma.org). The Committee—and SUMA's policy committees—will review the resolutions, combine similar ones, and provide a package to all members prior to December 31, 2010.

All resolutions must be submitted with confirmation of endorsement by Council (with date of resolution). Resolutions should also be accompanied by background information. Municipalities will be contacted if the Committee requires more than minor editing of the resolution.

The Resolutions Committee will determine the order in which resolutions are presented at the Convention. SUMA bylaws dictate that issues of purely local interest are not appropriate for presentation at Convention, and resolutions will not be accepted from third party individuals or organizations unless endorsed by a member council.



# SUMA welcomes new Communications and Web Coordinator

Dawn M. Barker is the most recent addition to the SUMA team. Dawn began working as the Communications and Web Coordinator in July, and thoroughly enjoyed her first few weeks in the office.

Dawn came to SUMA with a background in writing and editing, graphic design, corporate branding, and web design.

Prior to working with SUMA, she worked as a reporter/editor/photographer at a weekly newspaper for five years. During that time she took part in several seminars in Ottawa with the Department of Foreign Affairs, and was pleased to be recognized for her writing, winning 17 awards from the Saskatchewan Weekly Newspapers Association and the Canadian Community Newspapers Association.

Next, she undertook the challenge of opening her own freelance writing and graphic design business, where she worked with everything from ground-up corporate branding to working in safety program development for an oilfield construction firm, to regularly contributing writing for 14 publications across North America.

A creative and varied line of work appeals to Dawn, and so the SUMA position fits like a glove. From updating the website, to producing the weekly Urban Update and bimonthly Urban Voice, to helping Tania with event planning and marketing, to assisting the policy team with writing, Dawn is having a lot of fun with the prospect of working with such an active and progressive group.

Born in Regina, Dawn has also lived in many smaller urban centres including Balgonie, Lemberg, Rouleau, Lampman and Arcola (where



*Dawn M. Barker is the newest member of the SUMA team. She began work as the Communications and Web Coordinator in July.*

she and husband David still have a heritage home). She resides in Regina during the week with her children, Victoria, Sarah and Michael, and grandson Elijah, and goes home on most weekends to Arcola.

Dawn has participated in a variety of volunteerism over the years. She was a coach, choreographer and judge for the Moose Mountain Jumpers Gymnastics Club, and founder and coach of the Estevan Elites Rhythmic Gymnastics Club. She served on the board of Gymnastics Saskatchewan and the Saskatchewan Rhythmic Sportive Gymnastics Association, as well. Over the years, Dawn has coached baseball, led Brownie groups, and volunteered with the local library. More recently, she worked closely with the Arcola/Kisbey History Book Committee to reissue the 20 year old A/K Golden Heritage book and create a second volume of the area's history – a great success that enabled the group to donate money to various local community endeavours.

In her spare time, Dawn enjoys “playing” with gourmet cooking, traveling (among her favourite trips are Europe, Cuba and Florida), reading, listening to music, working with computer applications, photography, playing with her grandson, walking her dogs, and spending time with her husband and children. Life, she feels, is too short to waste time being bored!

As Communications and Web Coordinator, Dawn hopes to enhance the organization's communications processes to reach out to all areas of our member municipalities, to make people aware of all that SUMA has to offer. “This is such a fantastic organization, and it has accomplished so much on behalf of the member municipalities,” she said. “There's still so much that I'm learning every day about the things that SUMA does for its members. I'd really like to see our member municipalities using the full benefit of every service that we provide.”

## Celebrate Culture Days in Saskatchewan

**September 24-26, 2010**

Culture Days is a pan-Canadian initiative designed to raise awareness of cultural activities that flourish throughout the country. In Saskatchewan, we are celebrating Culture Week from September 20-26, 2010.

Cultural groups and communities are encouraged to provide free, interactive cultural activities to the public at any time during the week.

Visit [www.culturedays.ca](http://www.culturedays.ca) or [www.saskculture.sk.ca](http://www.saskculture.sk.ca) for more information.

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# Shared Services: Creating Regional Strategies for Bylaw Enforcement

By Tayah Hanson, Jr. Development Officer, Municipal Capacity Development Program

Regional bylaw enforcement is an emerging practice in Saskatchewan allowing municipalities to share the costs of local bylaw enforcement. Regional enforcement services save money and ensure feasible bylaw enforcement arrangements for smaller municipalities who may not necessarily have any. This article will outline the process for creating a shared enforcement strategy.

Developing a regional enforcement strategy should begin with a needs assessment of each participating community, including the specific bylaws to be enforced and the approximate allocation of hours per month on each bylaw. Also, assess your current enforcement arrangement and its effectiveness by identifying who currently handles enforcement in your community: your administrator, enforcement officer/staff, or contractor. How well is this arrangement working? Alternatively, if you currently staff an enforcement officer, consider whether or not your municipality has the capacity and willingness to contract services for neighboring communities. Maximizing area resources and sharing costs not only saves money but creates full-time employment opportunities for enforcement while enhancing safety and quality of life within your region.

Once a clear assessment of each municipality's current needs has been brought to the table, collectively discuss the financial contribution of each municipality and what kind(s) of service agreement(s) would be most practical to meet each community's needs. Types of service agreements may include:

- Individual contracts with a private company at a negotiated fee;
- One municipality providing services for surrounding communities with individualized contracts; or
- A group of municipalities agrees to hire a staff bylaw enforcement officer, contributing funds to one "sponsoring" municipality.

Next, you need to research potential service providers. You may explore various avenues for bylaw enforcement including private securities agencies, training centres, experienced individuals in and around your community, and neighboring urban police services. You can find these organizations in the yellow pages, online, through word of mouth, or by appealing to nearby city councils. Find out:

- What services can be provided?
- What do the service fees include (i.e. court attendance and administration, and/or travel mileage?)
- What types of contracts are available? Are fees negotiable?
- What equipment/supplies are provided? What is not included? What will the municipalit(ies) be responsible for (i.e. animal compound access, marked vehicle, uniform, office space)?
- What kind of reporting system and processes are used?

## SUMA takes leadership role in Saskatchewan Water Strategy Forum

While the need has been identified to create a comprehensive strategy for water management within the province, little action has taken place, and that is a concern to the SUMA Board of Directors. At their June meeting, the Board decided to work with a group of partners to host a forum on this topic prior to the fall sitting of the provincial legislature.

After discussion with key partners such as the Saskatchewan Association of Watersheds and Ducks Unlimited Canada in Saskatchewan, the event was set for October 13, 2010, at the Regina Inn.

The objective of the forum is to allow the diverse group of stakeholders an opportunity to develop a consensus about the type of process that should be used to develop a provincial water strategy, and to construct a series of articulated principles which reflect the varied interests that must be considered in the development of a province-wide comprehensive water management plan.

More information on the forum will be released in early September. Any questions regarding the forum can be directed to Che-Wei Chung at 306-525-4389.

When requesting a cost estimate from potential service providers, be sure to supply them with a clear outline of your enforcement needs assessment, broken down by municipality.

Municipalities should review their bylaws thoroughly to ensure detailed penalties are outlined, properly worded, and amended by council. A well-written bylaw will reduce costs and administrative headaches over time. For more information on bylaw development and amendment procedures, see <http://www.municipal.gov.sk.ca/Administration/Bylaws>. In some cases, the enforcement services provider may be able to assist in updating your bylaws. Ask the potential service provider what experiences they have had with different types of agreements and service provisions. Invite them to meet with your group to discuss your needs and provide information on service agreements and cost proposals.

The means of enforcement are at the discretion of your municipal council. Currently in Saskatchewan there are no training requirements for a bylaw officer. Under section 373 of *The Municipalities Act*, it states that council may appoint a bylaw enforcement officer and define his or her duties, including the ability to represent the municipality before a judge in the enforcement of bylaws. Therefore, council can appoint any person(s) they feel are qualified. If looking to hire internally within your community, consider individuals who may have some skills and related experience such as real estate agents, lawyers, construction workers, or anyone with experience dealing with contracts, bylaws, and/or municipal procedures. Many local community bylaw officers learn on the job. The following are beneficial skill sets and related experience to consider:

- Knowledge/experience in enforcement and security;
- Knowledge/experience in building construction and codes;
- Knowledge/experience in justice and legal aid;
- Knowledge/experience in bylaw interpretation and administration;
- Proficiency in communication, mediation, and conflict management; and
- A post secondary diploma in a related field

Once your group has decided on a service provider, the participating municipalities must enter into a cost sharing agreement or sign individualized contracts, depending upon the service arrangement. If a cost-shared agreement has been drafted, one municipality must be designated the "employer" and enter into a contract with the chosen provider. Whether sharing a bylaw enforcement officer or entering into individual contracts, each municipality will be required to enact a bylaw that appoints that provider as the bylaw enforcement officer.

Alternatively, with the establishment of a Planning District and the development of a District Plan, municipalities can create a Regional Service Agency to hire staff for such purposes as providing bylaw enforcement services. The benefits of creating a Regional Service Agency include reduced costs, more efficient use of resources and manpower, job creation, and consistency in service provision. Under a district plan, individual community bylaws can be maintained or regional bylaws can be adopted as long as both options are consistent with the overall district plan.

Effective bylaw enforcement practices have far-reaching effects for long-term problem solving. Overlooking or under penalizing bylaw infractions can lead to destruction of municipal property and resources, increased hazards to life and land, and a diminished quality of life over time. As such, intermunicipal shared services provide an affordable solution for small urban and rural municipalities across Saskatchewan.

For more information on intermunicipal cooperation and bylaw enforcement resources, visit [www.municipalcapacity.ca](http://www.municipalcapacity.ca).

## Crimestoppers

### BURNED BARN - REGINA AREA

On May 16, 2010, at 6 p.m., Regina RCMP responded to a barn fire north of the Dewdney West extension on Adams road. The fire had been extinguished; however, there was significant damage to the floor. The barn is abandoned and has been used as a party location by youths. It is believed that there were unknown persons inside the barn the night previous that left something burning.

... continued from page 1

## Special Projects Coordinator...

plans, to consider sustainability and/or cost sharing options, and provides an avenue for the Council, via the Coordinator, to suggest existing avenues of grant funding which are available.

The main challenge to creating the position was getting each council member to see the position's benefits for the town. As it was a pioneer project, there were no existing models to work from, and no success stories to rely on. Fears were expressed that Council would spend money on projects the town hadn't wanted or needed, simply because the grant funding was available – a concern that was solved by having Solomon meet weekly with the Administrator, who acted as a liaison with Council.

The secondary challenge was making community groups realize the necessity and value of the more formal funding request process. Because the coordinator, town administration and council were consistent in their approach to implementing this protocol however, groups began to comply, and soon found that the steps within the process made their projects clearer and more well-defined, and reinforced that their efforts are valued and worthwhile. Many valuable partnerships have been formed between community groups which wouldn't have been the case without the protocol, and according to Lutz, it has helped groups gain a better view on the parameters of their plans and the possibilities available to them.

In the first two years after Carlyle created this unique position, funding in the amount of nearly \$3.3 million was approved for the town's municipal projects. The funding ranged from the small (\$1,500 from the Future Skills grant for the Administrator to take a course in web page design, and \$400 in grant funding to bring a SaskLabour speaker to a local workshop) to the very large (\$2,850,000 from the BCF Pipeline and Treatment Plan to upgrade the town's water treatment plant and pipeline).

Not all of the grants were a shoo-in, though. Solomon had to do 12 rewrites to qualify the town for \$51,000 in Green Municipal Fund money to help pay for developing an official community plan and zoning bylaws.

As well as the fiscal benefits, the creation of the Special Projects Coordinator position has brought recognition from other municipalities and organizations. In April, 2008, Carlyle was a finalist in the Municipal Service Excellence Awards, and the town had the chance to showcase itself as one of seven finalists at the 12th annual U.N. supported International Awards for Liveable Communities (LivCom) in Pilsen, Czech Republic in October, 2009. Carlyle earned "bronze" status in the "A" category, representing towns of up to 20,000 people. Carlyle, with a population of just over 1,200, was by far the smallest community represented.

"When we applied for the LivCom awards, no one really thought we had a chance at being declared a finalist," Lutz said. "When I reported to council that we made the shortlist, they didn't know what to say!"

The decision was made to send a delegation to Pilsen for the final judging. Mayor Don Shirley, Lutz and Solomon represented the town with a 40 minute presentation, and had the opportunity to network with people from other communities from around the globe.

"It was very worthwhile, just in terms of putting Carlyle on the world map," Lutz said. "We met with people from Japan, Australia, England... you sit down with these people and gain a whole different perspective on the world. After our presentation, a mayor from a city in Australia came up to us and said, 'I envy you. You have such community spirit. We work so hard to try to generate spirit like this.' It makes you think we're not doing too badly, here."

Shirley, Lutz and Solomon returned home with a whole list of new ideas for the community, including plans like increasing the number of trees in town, and beautifying Main Street with trees in planters. Some of the ideas were put in place quickly; others will serve as future projects, or a starting point for new ideas and undertakings.

Lutz said that the position represents a net gain for the town, financially.

"Most of the grants have a portion designated to cover administrative costs," Lutz said. "That helps fund Solomon's contract with the town. And with the amount of funding the town has received, it has more than paid for itself."

"You have to have someone who has a knack for grant application. The better the application, the better the chance is that you'll get funding," she added.

In fact, the position has been so successful that Solomon has largely worked herself out of a job. Because the grants are largely based on cost-sharing, the town has to generate funding for any project it wants to do. At present, the \$4.2 million water treatment project has tapped the municipal resources, and limited the number of grants for which the town can apply – but it's a happy limitation for the town, according to Lutz.

"The creation of the position has been good for the town in so many ways," she said. "We've had projects getting funded and getting completed; it's been a boost for the town's image; we've created a process to help our groups with their funding needs, and it's freed up a lot of my time for other duties. And once we're done the water treatment plant, we can go on to explore other projects. I would definitely recommend that other communities consider creating a similar position."



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... continued from page 2

## Knowledge builds Canadian...

by co-locating businesses and homes. But good decisions rest on a solid evidence base: understanding the dynamics of today's communities is a necessary condition for planning the communities of the future.

Planners are heavily reliant on data from the Census, which in turn, can be used to validate other sources of information, like voluntary surveys and independent research. Using high quality information gives municipalities and the planners they rely on the tools they need to generate options for improving economic and social conditions and enhancing our built environment.

This summer the Government of Canada has decided to abandon a system that has generated high quality information for the past 139 years. For all but 35 of these, the universal Census included questions about ethnicity, place of birth, religion, and school attendance. It was only in 1971 that Statistics Canada introduced the two-tiered Census: a short form for all Canadian households and a long form to sample 20% of the population for socio-economic, cultural, and other detailed information. This was undertaken with confidence in the sampling size, and on the basis of mandatory participation.

The current government's decision on the Census means that the universal Census will be replaced by a self-selected sample of Canadians. This not only means that the results may not be representative of the Canadian population, but that without the Census benchmark, there will be no way of determining whether they are representative or not. Increasing the number in the self-selected survey and spending more on advertising will not fix this problem. All the information that Statistics Canada prepares for policy makers and citizens will be diminished. Perhaps even worse, the value of all the data collected since 1971 will also be diminished, as trends analyses comes to a halt.

Why does this matter? In recent weeks, critics and commentators have ridiculed Census questions about housing conditions, transportation and the commute to work, (among others) and at the same time, have dismissed the concerns of more than 200 organizations as representative of special interest groups. Canadians who need housing, use roads, go to school, and seek jobs are not 'special interest groups'. We are citizens who rely on governments and professional planners to make land available for housing, commercial and community facilities, to build

infrastructure, and to design and deliver the full gamut of programs and services that make our communities great.

The Canadian Institute of Planners, representing 7,800 members across the country, was among the first to ask the federal government to re-consider its decision on the Census, citing the serious repercussions that will last well beyond 2011. And we continue to work alongside many other organizations in an effort to avoid relying on a self-selected survey for information, the accuracy of which is vital to the health of our communities.

The data from a universal Census gives Canadians and Canadian communities the information we need to serve our citizens. While jail time and privacy are hypothetical worries – no one has gone to jail for not filling out the Census, and no personally identifiable information has ever been released by Statistics Canada – it is a certainty the new Census model will diminish our communities because we will know less about Canadians.

At a time when Canada continues to grow by welcoming newcomers from all across the globe, we need the best information available to secure a prosperous future for all our citizens. The National Statistics Council of Canada, itself appointed by the Minister of Industry to advise on the Census, recommends maintaining the current standards for a universal Census. The Minister should make good on his commitment to the Parliamentary Industry Committee to look at other solutions that balance the interests of citizens and the data users who serve them. It's time to make a commitment to reason as well as balance, and maintain the integrity of a tool that has served Canadians well for many decades.

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# Asset Mapping: Identifying Community Assets and Resources

By Municipal Capacity Development Program

Every community has a deep well of resources just waiting to be discovered, and sometimes these resources are overlooked, especially when the community is determining a strategic community plan for the future.

Asset mapping, when developed in conjunction with an intermunicipal working group, compliments a community action plan and assists municipalities in identifying and highlighting the unique and significant characteristics of their communities and the surrounding landscape. Asset mapping involves taking an “inventory” of assets in the community using primary and secondary sources. The inventory of a community asset map is similar to a retail store doing inventory. The “map,” like the inventory list, is a meaningful record of all of the assets in your community. Community assets include everything from the numbers and types of available workers in your area, to infrastructure and its assessment, to the unique skills of your community members.

The comprehensiveness and complexity of a community or regional asset map can be managed by establishing a number of initial steps before undertaking the project. These include:

- Defining the desired outcome(s) of the asset mapping exercise;
- Determining the focus using a needs-based or asset-based approach;
- Budget preparation as key to the success of the process; and
- Emphasizing public transparency and the importance of engaging the community as a whole.

In addition to these preparation steps, it is important to decide which of the five asset inventories complement the community’s overall goal. The Statistical Inventory includes social, economic, and geographical data. Taking a Human Asset Inventory involves gathering information of the experience, skills, and involvement of community residents.

A Local Institution Inventory compiles information pertaining to economic, educational, political, and religious organizations. The Physical Infrastructure and Land Assets Inventory focuses on natural resources and manmade structures such as transportation systems, utilities and community facilities, housing, and land availability and resources. The Cultural Inventory accounts for community heritage, sports, art and history, representing the unique character of the area.

Although community asset mapping can take on a number of forms, in every case its benefits are virtually endless. Without knowing what you have, it is difficult to plan for the future and as such communities and municipalities that map their assets are better equipped to attract investment, improve the quality of life of residents, and to understand the potential and opportunities of the area.

Communities can apply the completed Asset Map for future growth and development as a tool for strategic or community planning, recognizing needs for new organizations, programs and projects, or as a promotional tool to draw new residents, tourism, and investors.

Municipal Capacity Development Program (MCDP) has developed a “Municipal Guide to Comprehensive Asset Mapping” which provides the user an easy, step-by-step process to successfully create and apply a Community Asset Map for future development. The purpose of the guide is to highlight the benefits of asset mapping as well as provide a comprehensive resource as it relates to individual community and regional planning in Saskatchewan and bridges additional MCDP resources, offering examples, ideas, and survey templates.

For more information about the Municipal Guide to Comprehensive Asset Mapping and many other resources please visit MCDP’s website at: [www.municipalcapacity.ca](http://www.municipalcapacity.ca)

## Municipal Infrastructure Innovation Fund Seeking Proposals

Communities of Tomorrow (CT) has recently announced a new initiative called the Communities of Tomorrow Municipal Infrastructure Innovation Fund. The fund is targeted to support the development of innovations that solve real world problems identified by municipalities. It will invest in moving promising technologies forward to commercial market-readiness or to direct application in municipal infrastructure systems.

“We’ve spent a great deal of time talking directly to Saskatchewan municipalities about their needs and challenges,” says President John Lee. “As a result we’re getting a handle on what areas of innovation could make the most difference to them. That information will allow us to invest dollars for the greatest potential impact.”

The new Municipal Infrastructure Innovation Fund has two major streams.

One is acceleration funds, directed towards accelerating high potential innovations that are in the later stages of development to becoming market-ready products or services. Typically these projects will already have quantified markets, a formalized commercialization plan, and strong demonstrated technical feasibility.

The other funding stream is exploration funds, which aim to assist early stage innovations that need further exploration in areas such as concept development, prototype design, market validation, and laboratory bench-scale testing.

“Typically projects approved under the fund will receive somewhere in the range of fifteen to forty thousand dollars,” says Lee. “Our experience tells us that this level of funding will be enough to take an idea to the next level. However, we are not closed to any application that has clearly demonstrated potential.”

CT has previously funded over 100 such projects, five of which are already commercially marketed, and another dozen of which are at various stages of development.

If you’ve got a great idea in innovative municipal infrastructure, CT wants to hear from you.

“Make contact and get into a dialogue with our staff”, Lee urges. “That’s how we’ll know what we’re able to do to help you.”

You can learn more about the Communities of Tomorrow Municipal Infrastructure Innovation Fund at [www.communitiestomorrow.ca](http://www.communitiestomorrow.ca)

### Crimestoppers

#### VEHICLE DAMAGE - BROADVIEW

In the early morning of April 28, 2010 the Broadview RCMP received a call of a burned vehicle which was parked on Grid 601 approximately eight miles east of Highway 9 in the RM of Willowdale. The vehicle in question was a red 2003 Ford F350 pickup truck.

#### BUFFALO NARROWS - UNLAWFUL ENTRY AND ASSAULT

Buffalo Narrows RCMP and Prince Albert RCMP General Investigative Section continue to investigate and are seeking information from the public. At approximately 9:00 p.m. on Wednesday February 18, 2009, Buffalo Narrows RCMP and ambulance responded to a complaint of a break, enter and assault at a residence in Buffalo Narrows. During the incident, several individuals wearing masks and carrying weapons forced their way into the residence and assaulted a 49 year old occupant. Other persons were present in the residence at the time of the occurrence, and some suffered minor injuries. A number of the persons in the residence were robbed of cash. The occupant suffered significant injuries and had to be flown out of the community for medical treatment.

#### BREAK & ENTER - KENNEDY

Sometime between the hours of 9 p.m. on May 24th and 9 a.m. on May 25, a break and enter occurred at the Friendship Center in Kennedy. A set of pool balls was stolen and damage done to a pool cue rack as well as the back door to the building.



# Ogema Wins Heritage Conservation Leadership Award

## *Saving Our Past for the Future*

**By Trilby Henderson, for Saskatchewan Municipal Awards**

Across Saskatchewan, rural communities are looking for ways to grow their populations and keep their names on the map. In Ogema, however, residents have found that the secret to building a thriving future for their community is maintaining a strong connection to the past.

"You can't stay small," said Carol Peterson, Ogema town councilor. "You have to keep growing, and heritage conservation is part of that growth."

Ogema's efforts to preserve and showcase their local heritage were recently recognized when the town received the first award for Heritage Conservation Leadership at the 2010 Saskatchewan Municipal Awards.

"It just shows our own community that other people appreciate what we're doing," Peterson said. "It's not just us doing this because we want to do it and it's the right thing to do. Other people appreciate it and this is one way that we can show that we're headed in the right direction."

The Deep South Pioneer Museum is at the heart of Ogema's heritage preservation. As one of the largest community-owned museums in Western Canada, the museum is comprised of 30 different buildings that are set up to form a pioneer village covering an expanse of 14 acres. Each of the buildings provides visitors with a unique look at pioneer life, from the school and farmhouse, to the grocery store, telephone office, doctor's office and much more.

"It gives you a feel of the way it used to be," said Peterson.

This summer, Ogema will celebrate its 31st annual Museum Day, which is held every year on the second Sunday in July. The celebration follows a day behind the community's annual fair, which, in its 96th year, is one of the longest continuously running fairs in Western Canada.

Celebration of the past isn't confined to the museum. In fact, Ogema boasts several municipal heritage sites, many of which are located on present day Main Street. These include a fire hall, BA Station, and a 30 foot brick fire wall that was constructed after a 1915 fire destroyed many of the building's on Ogema's east side.

Many of the heritage buildings are now being used to serve new purposes. For example, the Masonic Lodge, which dates back to 1928, is currently the home of a community gym and sports hall of fame. Peterson says maintaining the older buildings rather than building new is one way the community's focus on heritage has also benefited the environment.

One of the community's most recent successes is the work they did to record the memories of some of their oldest residents.

"We realized that some of the stories of the older people were going to be lost as they passed away," said Peterson. Using a grant provided by Human Resources and Skills Development Canada's New Horizons for Seniors program, local Grade 3 and 4 students interviewed some

of the town's seniors, put together a collection of photos, audio and video, and transcribed the interviews into book form. All of the content is currently stored at the museum's history house.

A Birdsong Productions film crew had also visited Ogema during their 2006 Museum Day to interview some of the local seniors. Using that videotape, the town put together a "15 Minutes of Fame" segment that aired on SCN.

This is not the first time Ogema's focus on preserving heritage has been honored. In 2008, Ogema received the silver award for Heritage Management at the United Nations-endorsed International Awards for Liveable Communities, held in Dongguan, China, where they competed against communities from across the globe.

"You find out that it's the same all over the world. You have pretty well the same problems, just different dollar numbers," she said.

Peterson says residents of Ogema and the surrounding area have been extremely supportive of the community's efforts to preserve their heritage, noting that they couldn't have accomplished so much without their network of volunteers.

"Without all of the volunteer help, we wouldn't be able to do it," said Peterson. "This isn't just a one or two person idea. It's the whole community. Winning the Saskatchewan Municipal Award is the whole community's award."

## Crimestoppers

### BREAK AND ENTER - FOND DU LAC

The Fond du Lac RCMP are asking for the public's assistance in solving this crime. The Fond du Lac Transwest Air Terminal was broken into during the early morning hours of April 26, 2010. It appears at this time that the culprits gained entry through the front door, stole some cash and entered the freight office. Various pieces of freight were searched through and thrown around the freight office.

### THEFT OF FUEL - GRAVELBOURG

Ponteix and Gravelbourg RCMP would like to inform the public of multiple thefts of fuel in the areas of Ferland, Kincaid, Glenbain and Lafleche. As harvesting time is here, we would like the public to be aware of this to help prevent future incidents from occurring. We believe these incidents are taking place late at night when farm vehicles are left in remote locations with large quantities of fuel. It is believed that a large dually truck with a slip tank is responsible. The public should take precautions when leaving farming equipment and large quantities of fuel unattended.

### MISCHIEF TO MELVILLE GOLF COURSE

The Melville RCMP are requesting the public's assistance in locating the person(s) responsible for mischief done to the Melville Golf Course. Between May 28, 2010 at 4 p.m. and May 29, 2010 at 1 p.m., the #13 hole at the Melville Golf Course was damaged by a vehicle that drove onto the green and spun its tires, causing approximately \$1,000 in damages.

### HORSE SHOT NEAR MELVILLE/ITUNA

RCMP are requesting the public's assistance in locating the person(s) responsible for shooting a horse. The horse was shot on the night of April 23, 2010 on a farmstead near Duff just off Highway 10. At this time it appears that the weapon used was a .22 rifle. The horse was injured, but survived being shot. It is not known if this was accidental or deliberate.

### VANDALISM - WARMAN/RADISSON

Sometime between Friday, May 14 at 4:00 p.m. and Saturday, May 15, 2010 at 1:00 p.m. a window on the west side of the Langham Elementary School in Langham was broken. A large piece of cement was thrown through the window.

*The City of Melville SUMA Golf Tournament Committee would like to recognize the businesses that provided sponsorship for the tournament. Without their support this tournament would not have been possible.*

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# The Wisdom of Infrastructure Asset Management and Financial Planning

By Dr. Gordon Sparks and Nicole Allen

Nicole Allen, Sylvia Dunlop and Gordon Sparks of VEMAX Management Inc. have been very busy of late. Over the last two years, they have been helping – and are continuing to help – dozens of rural municipalities and towns throughout Saskatchewan to complete their PS 3150 financial accounting requirements. They have also been working with the Town of Dalmeny to complete long term asset management and financial plans for their roadways as well as watermains that don't currently meet modern fire flow requirements.

But beyond mandated accounting requirements and municipal planning, why bother doing all this? Why go to all the trouble of valuing infrastructure assets and preparing asset management and long-term financial plans? The answers to such questions were provided many years ago by the likes of Dr. Bob Lytton of Texas A&M University. According to Dr. Lytton's research, proactive asset management and financial planning can save between 20% and 60% on the costs incurred by communities to maintain their infrastructure assets over the long haul.<sup>1</sup> As it turns out, that adds up to a lot of money!

According to the Canadian Federation of Municipalities, the estimated municipal infrastructure deficit in Canada is \$123 billion – or \$3,500 for every citizen of Canada! If communities fail to address this deficit in a timely way, it will only mushroom. Research shows time and time again that proactive preventative maintenance of infrastructure assets pays off big time in the long run. Like the maintenance of a car, if we fail to manage our infrastructure assets in a timely way, all the little problems will end up being really big problems. And really big problems can cost anywhere between four times and six times as much to fix.<sup>2</sup> So that \$123 billion deficit will become a lot bigger if communities fail to take action today.

"An ounce of prevention is worth a ton of cure." That saying is as true today as it was a hundred years ago. If communities take advantage of the PS 3150 process and accomplishments to establish long term asset management and financial plans, they will save themselves a

lot of money and a lot of pain. If they act today, it might cost residents as little as a cup of coffee a day to address the infrastructure issues at-hand. If not, the costs will become staggering. It's your choice.

<sup>1</sup> A summary of Dr. Lytton's research can be found in his tutorial session notes on infrastructure management optimization techniques presented at the 3rd International Conference on Managing Pavements, May 22-26, 1994, San Antonio, Texas.

<sup>2</sup> See, for example, "Leveraging PS 3150: Why Asset Management and Long Term Financial Planning?" – a presentation by Nicole Allen and Gordon Sparks of VEMAX Management Inc. to UMAAS. Saskatoon Inn, Saskatoon, June 10th 2010.

## Crimestoppers

### THEFT - BROADVIEW

Sometime between the hours of 9 p.m. on May 23 and 10 a.m. on May 24, a theft occurred from a farm located about 7 kilometres north of Broadview on the gravel road leading to the Cowessess First Nation. The suspects took some gas from a grain truck, and a logging chain, wrench and shovel.

### THEFT – BIGGAR

Biggar RCMP are requesting assistance from the public with the following break, enter and theft from a commercial business in the town of Biggar.

On August 10, 2010 at approximately 1:30 a.m. a commercial business was entered and several Husquvarna gas operated power tools were stolen. Some of the items taken were Husquvarna gas operated chainsaws model numbers 240e, 440e, 445, and 455. A 130 BT gas operated backpack blower was also stolen.



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