

## 106<sup>th</sup> Annual SUMA Convention Connecting Voices, Strengthening Communities Sunday, January 30<sup>th</sup> - Tuesday, February 2<sup>nd</sup>, 2011 TCU Place, Saskatoon, SK

### Keynote Address

Monday, January 31<sup>st</sup>

Senator Pamela Wallin  
(sponsored by Saskwater)



One of Saskatchewan's most well-known former residents will return to provide SUMA members with this year's keynote address.

Senator Wallin, an Officer of the Order of Canada (Canada's highest civilian honour) will touch on such topics as Saskatchewan's position as an economic powerhouse, and the way in which all levels of government can work together to build a better society.

Senator Wallin, who originally hails from Wadena, brings a wealth of education and experience gained through her careers as journalist, diplomat, entrepreneur and now Senator; this is one keynote address you won't want to miss!

### Education Sessions, City Dialogue Session and Administrators' Session Sunday, January 30<sup>th</sup>

#### Civic Engagement

Decisions made by municipal governments have a significant impact on the citizens they represent; therefore, it is vital that elected officials have the ability to properly consult with their constituents to ensure all opinions have been heard. This session will explore what civic engagement is, why municipalities should pursue civic engagement, and how to achieve effective civic engagement using various tools and strategies.

*Speaker:*

*Philippe Leclerc, Interactive Communications Manager, City of Regina*

#### Effective Council Meetings

As a mayor or council member, you are elected by your municipality to make good decisions that reflect the values and interests of the community. More often than not, these decisions are made during a regular council meeting; therefore, it is vital that a council meeting function effectively in providing members with all the information necessary to make good decisions, following process to ensure that decisions are made in the right way, and that the environment in which the meeting occurs is appropriate to make those decisions. This session will examine the key elements needed to have effective council meetings.

*Speakers:*

*Randy Markewich – Former City of Regina Clerk*

*Steven Piermantier – Administrator, Town of Nipawin*

*Mayor Paul Topola – Town of Assiniboia, SUMA Director – Southwest Region*

### SUMA's Lobby Strategy and You

In response to feedback from the SUMA membership suggesting SUMA more actively engage in advocacy, the organization undertook a review of its advocacy strategy in 2010. The outcome will be an effective, targeted lobbying approach that promotes SUMA's issues and uses the organization's assets to greatest advantage. One key element is the direct role of SUMA's membership. Led by Harvey Linnen, the consultant whose team conducted SUMA's Advocacy Review, the session will provide insight into SUMA's opportunities to become a more powerful advocate for municipal interests. Participants will explore some challenging questions and leave with insights into how their participation can strengthen SUMA's lobbying efforts.

### Regional Solutions – Bylaw Enforcement

Municipalities frequently work together to respond to citizens' needs and deliver services that citizens want. Working together can enable municipalities to provide services they otherwise couldn't. This session outlines the steps for building intermunicipal cooperation and showcases an example of regional partnership for service delivery. This session is jointly presented by the Municipal Capacity Development Program; the Twin Lakes Community Planning Association in the Northeast Saskatchewan; and the Summer Village of Ma-Me-O Beach, Alberta. Ma-Me-O Beach was Alberta's 2009 recipient of the Minister's Award for Municipal Excellence. It has a shared municipal service agreement with seven other summer villages in the Pigeon Lake area. All of them receive administrative management services from a group of highly professional staff from one single

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As the President of SUMA I look forward to this time every year. The Christmas season has just passed; spending time with family and friends, and the new year has begun. I always use this time to reflect upon the work SUMA has done on behalf of urban municipalities. It also provides me with an opportunity to see where the association can go, building upon our past achievements.

Although 2010 brought many challenges including a continued worldwide economic downturn and severe weather to the province, SUMA made significant progress on a number of important items affecting urban municipalities. Under the direction of the board of directors, SUMA engaged with key partners to hold a ground-breaking forum with over 30 groups from across Saskatchewan to discuss creation of a provincial comprehensive water management strategy; directors met with all provincial cabinet ministers to communicate municipal priorities; hosted a successful forum for the town sector on the Urban Highway Connector Program (UHCP) resulting in the Ministry of Highways and Infrastructure embarking on a comprehensive review of the UHCP; assisted municipalities in becoming compliant with the reporting of tangible capital assets (TCA); organized a workshop for the city sector on asset management and secured additional funding for the municipal bridge recycling program and continued to administer the program on behalf of the Ministry of Environment. This is just a small sampling of the achievements made in 2010.

In 2011 I am looking forward to many other opportunities. In late January and early February we will be holding the 106th Annual Convention in Saskatoon. As always our convention is a tremendous opportunity for elected officials and municipal staff to network with colleagues and participate in the many learning opportunities.

The association will build upon the TCA program and engage urban municipalities on the concept of asset management through a municipal asset management working group; continue to work hard for the eventual implementation of a multi-material recycling program; work with partners to develop a "Made in Saskatchewan Infrastructure" program; deliver a new format for the Urban Voice, introduce a new SUMA Advantage brand.

A new year always brings new opportunities and in 2011 I want to ensure that SUMA takes advantage of all these opportunities for all our members.



Strategic planning has become a critical element in the operation of any organization. A strategic plan, commonly developed by the organization's leadership, is intended to provide direction to the staff regarding operational priorities and allocation of resources.

In 2007, I participated in my first strategic planning session with the SUMA Board of Directors. The outcome from this session was a three-year plan focusing on establishing a long-term revenue sharing program for urban municipalities, addressing the downloading of provincial responsibilities, advancing municipal interests in infrastructure funding, building partnerships with organizations with shared interests, enhancing member unity, and increasing corporate programs and services for our members. This plan was ambitious, but the board and staff committed to following the plan and ensuring the objectives were met.

April 2010 marked the three-year anniversary of this plan, and I am extremely pleased that SUMA has achieved many of the strategic priorities. On many occasions, I have told the board that throughout my career I have witnessed many strategic plans simply placed on a shelf and seldom followed. However, over the past three years I have witnessed the staff and board focused on implementing our plan and sticking to the established priorities. Consistent monitoring and reporting of progress enabled the staff and board to manage the plan and to ensure the desired outcome.

The successes we have witnessed include the creation of the Municipal Operating Grant (MOG) and the Saskatchewan Infrastructure Growth Initiative (SIGI). We were also pleased to see that the government provided a one-time Municipal Economic Enhancement Program (MEEP) to assist urban municipalities in constructing critical infrastructure.

One of the board's top priorities was building a stronger partnership with the provincial government. The Municipal Sector Strategic Plan Process (MSSP) was developed jointly by SUMA and the province, to address municipal issues. Through the MSSP, we have seen a stronger government-to-government relationship.

In addition, SUMA added new corporate programs and provided education sessions and resources to assist the implementation of tangible capital asset reporting.

This past September saw the board once again re-engage in the development of a renewed plan. I am looking forward to implementing this plan as the board has charted a new course. Over the next three years, I will be leading the staff on the priorities of enhancing our advocacy strategy with a focus on improving research and building stronger relationships with both elected and non-elected officials in the provincial government.

We will also improve our communication with members using new and old technology. It is also our plan to find new services and corporate programs that will provide savings to our members. We will also continue exploring ways to advance the interests of urban municipalities and establish SUMA as the leader on urban issues.

The board also directed staff to focus the next three years on a number of internal items. We will be looking at ways to achieve long-term financial stability, while maintaining an efficient and positive work environment and improving internal governance and planning policies.

This plan, much like the 2007 plan, is impressive with a number of critical priorities. And I look forward to implementing this plan with the full support of the board and staff.

## Board and Staff Members

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## Board Profile - Al Heron

SUMA West Central Region Director Al Heron has a long relationship with the province of Saskatchewan. Having worked as a Sports/Recreation Consultant with the provincial government for 27 years, and being integrally involved in the Saskatchewan Games, Winter Games, and Western Canada Games, Al, along with his wife Claire, took an early retirement and moved to B.C.

It wasn't much of a 'rest', though. An employment recruiter approached him shortly after his arrival, and Al began a five year stint helping raise funds for various organizations. The Catholic Church Diocese of Victoria hired him next to work with its Asset Protection Group, a position that lasted a further two years.

During this time, Al couldn't shake his prairie boy roots. Each spring and fall, he and Claire would return for a short time to Claire's father's home near Eston, to help with seeding and harvest.

In 2000, the two moved 'home' permanently, as Al's father in law was in poor health and needed care – and they haven't looked back.

Not long after moving to Eston, Al was asked to fill a vacancy on town council, a position he held for a term and a half before being declared Mayor by acclamation, a position in which he is in his second term.

In 2006, the population of Eston was 971. Today, it stands at 1117 – not the average image of a 'dying prairie town'!

"We have had an annual 'meet and greet' in town for the last three years," Al said. "It gives us a chance to welcome new people to the town. We've seen families move in from all over – Ontario, Manitoba, Alberta, BC... Some see it as a retirement destination, but we've seen a real influx of young people moving there because they're able to find work."

Much of the work near Eston is ag-centered, whether based on selling farm chemicals, welding equipment, agri-related industries such as seed cleaning plants, or the Western Canadian Road and Rail loading facility.

With a growth in population comes the need for infrastructure, and Al said Eston has been able to keep up pretty well. A three year \$1 million paving program has been undertaken, and the water and sewer systems in the town are in good shape.

Reductions in tax and generous lot pricing are another draw for families. "In past, you wouldn't see more than one house built in a 10 year span. In the last five years, though, we've seen 14 houses built. Quite a change."

Al credits the town's upbeat attitude for a lot of these changes. "It's fun to live there," he said. "There are all the facilities that people need to live. When people feel good about themselves and their community, things are much more positive."

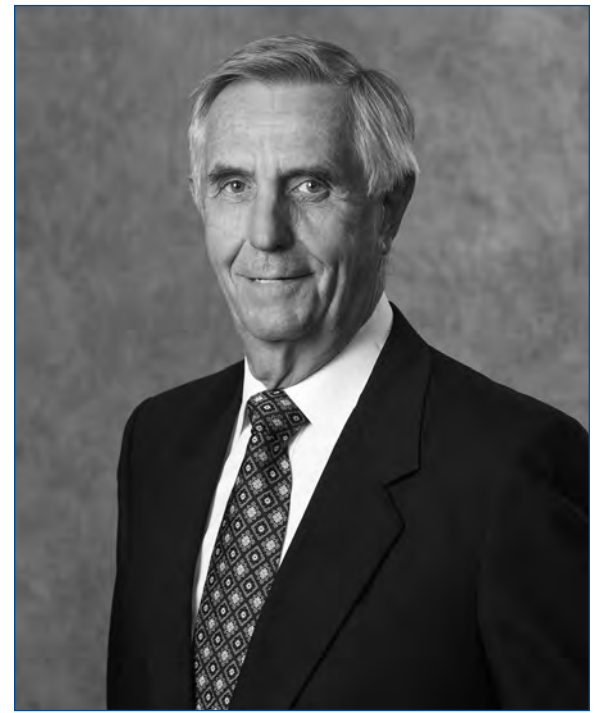
"I like to do things the community needs done, and to help make my community better. I've had a hand in nearly all the fundraisers that have gone on in town," Al said.

And what fundraisers they are! Since 2000, the community has raised \$78,000 for a Handi-Van, \$90,000 for a Zamboni, \$60,000 to equip the rec complex with a lift and elevator, \$200,000 to purchase a fire truck and a further \$106,000 for additional fire equipment – and at present, the town has raised \$75,000 of the \$93,000 needed for a Computed Radiography Reader for the hospital.

Al's imagination and whimsical sense of humour keep fundraisers in the town not only profitable, but also enjoyable and lively. One such project involved an old washer resurrected from the town dump, painted wild colours, and stealthily deposited onto residents' lawns. For a mere \$50 donation, the 'recipients' could arrange for a prompt removal (and for an additional insurance fee, could keep it from being returned to their property). The local media joined in the fun, and coffee row was alive with stories of the latest spotting of the notorious appliance.

Al was also instrumental in initiating the Eston River Trek, a 40 mile walk to raise money for a rec complex operation. Today, the town boasts an ice rink, four sheet curling surface, four lanes of bowling, a physical fitness area, community hall and mezzanine meeting room.

"The operating costs for these facilities are not cheap, but the facilities themselves are the heart of a community. I wanted to make sure our rink stayed open, so I worked on getting everyone in town walking. In the end, we had a marathon, half-marathon and 10 kilometre walk. The result was that because people were taking part, because they were physically fit and felt better about themselves, they felt better about their community."



Being this busy, what does Al do in his 'off time'? He and Claire enjoy spending time with their three daughters (two in Regina and one in Kenora, Ontario), and their six grandchildren. He enjoys hunting, spending time at his cabin, gardening in three plots, and dabbling with film (he taught photography at the Neil Balkwill Arts Centre for 15 years during his employment in Regina).

Al feels that SUMA is of definite benefit to his municipality, and other municipalities. "They've worked very hard to get municipalities a guaranteed annual grant from the government to help us with operations. We aren't always sitting there wondering whether funding will be cut, or what level it will be at," he said.

"Eston has a strong recycling program. It's an environmentally friendly community, and SUMA's involvement (with recycling) has tweaked that interest."

He also advocates participation on the SUMA Board of Directors as being very worthwhile. "One of the advantages to being involved with the SUMA board is that it allows you to have a direct connection with those elected to legislature. A door is opened to you that wouldn't have been.

"It is a privilege to represent Eston, and the other member municipalities on the Board. I've had the opportunity to learn so many things. If you're not learning something, your time is wasted," he said.

  
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# The long term management of Canada's Used Nuclear Fuel



By Peter Simmons – Director, Municipal and Community Engagement, NWMO

Since 2008, the Nuclear Waste Management Organization has attended SUMA conferences and trade shows providing information to delegates on Canada's plan for safely isolating and containing used nuclear over the long term. In May 2010, the NWMO published a road-map for deciding on a location for a deep geological repository and centre of expertise the large national infrastructure project.

Between 2002 and 2005 thousands of citizens, including specialists and Aboriginal people in every province and territory, engaged with the Nuclear Waste Management Organization to design a plan for the long-term care of Canada's used nuclear fuel. Together, we developed an approach known as Adaptive Phased Management. The plan was recommended to the Government of Canada in 2005 and selected in 2007. It is now being implemented by the NWMO.

Used nuclear fuel is a byproduct of electricity generation in nuclear power plants. Adaptive Phased Management charts a course for its safe, secure, long-term management in accordance with values and objectives Canadians have said are important, and in line with best international practice, meeting the highest scientific, professional and ethical standards. In May 2010, the NWMO published a road-map for deciding on a location for this large national infrastructure project.

The plan includes construction of a deep geological repository in a suitable rock formation where the used fuel will be safely and securely isolated and contained by multiple engineered barriers and the surrounding geology. The approach also includes transportation of the material to the central repository from Canada's nuclear power plants where it is currently safely stored in licensed facilities on an interim basis.

The project will also involve a centre of expertise for technical, environmental and community studies, and the entire facility will become a hub for national and international scientific collaboration. The \$16-\$24 billion undertaking will generate thousands of jobs in a host region, and hundreds of jobs in a host community for many decades. As required by the *Nuclear Fuel Waste Act*, funding for the project is provided by the major owners of the used fuel, each of whom has established a trust fund for this purpose.

For the past 2 years the NWMO has worked collaboratively with interested organizations and individuals to design a fair and appropriate process to identify an informed and willing community to host the repository and centre of expertise. Adaptive Phased Management is designed to be a long-term partnership between the NWMO and the host community, and will be implemented in a way which fosters the long-term well-being of the community. The facility will be highly-regulated by the Canadian Nuclear Safety Commission (CNSC), adhering to strict technical criteria to ensure the safety of people and to protect the environment for the long term.

Before being selected to host the project, an interested community will have to demonstrate its willingness in a compelling way. The project will not be imposed on community. Construction of the facility will proceed only after the NWMO demonstrates that all safety, health and environmental protection standards set by regulatory authorities can be met and enforced. Communities expressing interest in learning more about Adaptive Phased Management and the siting process are not committed, financially or otherwise, to any further steps. They can remove themselves from the process at any time before a decision is reached.


The NWMO is inviting organizations such as SUMA and its members to learn more about Canada's plan for the long-term management of used nuclear fuel, the activities of the NWMO, and the process being used to identify and select an informed and willing community to host the project.

If your community, or organization, is interested in learning more about this important national infrastructure project visit our website at [www.nwmo.ca](http://www.nwmo.ca), or contact us at [psimmons@nwmo.ca](mailto:psimmons@nwmo.ca)

*Peter Simmons, MPA, MBA is the Director of Municipal and Community Engagement with the Nuclear Waste Management Organization. He is a former City Manager and Chief Administrative Officer.*

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# Municipalities well advised to consult Board of Examiners when hiring

When a municipality takes on the process of hiring an administrator, there are a lot of steps to take to do things right, and one of the most important ones should be contacting the Urban Municipal Administrators Association of Saskatchewan's (UMAAS) Board of Examiners to ensure that the selected candidate has all the right qualifications.

Recent changes to the governing Act note that municipalities shall hire a certified administrator, if their population is over 100, according to Michelle Schmidt, Chairperson of the Board of Examiners.

With a shortage of certified administrators available, she said, smaller municipalities are struggling to find these professionals.

The Board of Examiners is the entity in charge of certification for urban administrators. They understand that a municipal administrator faces different challenges than the administrator of a rural municipality. The two qualifications are not necessarily interchangeable. In order to transfer the skills well, a rural administrator with an "A" certificate must meet certain education requirements and complete an on-the-job training component.

"In the case of smaller communities, we can often help by providing conditional certification. The Board looks at what an administrator has, and sets a criteria which is then attached to his or her certification," she stated.

The criteria is applicable only for the community the individual is in, and it must be completed within a two-year period (although an extension may be applied for). In order for the municipality to hire an administrator with such a conditional license, Schmidt said, it must also undertake to hire an overseer or supervisor who will ensure that the conditional certificate holder is learning the appropriate things, and completing their duties properly.

The Board of Examiners has been able to help smaller municipalities by assisting them in finding a qualified supervisor in a neighbouring RM or urban municipality. Failing that, the Board can provide help by having qualified supervisors manage the new certificate holder via teleconference or internet connection, with onsite visits depending on the applicant's learning curve.

At the end of the term, the mentor will certify that the holder of the conditional license is capable and ready to apply for a full administrator's certificate.

Last August, the Board of Examiners implemented changes including mentorship

standards – mentors must have held a standard certificate for at least five years prior to being considered for a mentorship position.

"If there isn't a qualified mentor available, and you maybe have someone who has been licensed for four years, though, don't worry – just call the Board of Examiners and we'll work with you to see whether we can work with this," Schmidt said.

"We realize mentorship is something new, and we see that it's working well, but sometimes it's hard for some communities. We revisit individual situations at every meeting, to see how we can provide assistance."

More information on the requirements for administrator certification including mentorship criteria may be found on the UMAAS website at [www.umaas.ca](http://www.umaas.ca).

## Municipal Recycling Bridge Funding Program for Paper and Cardboard Update

Since 2009, the Saskatchewan Urban Municipalities Association (SUMA) has been administered the Municipal Recycling Bridge Funding Program for Paper and Cardboard. The objective of the program is to provide 'bridge financing' to municipalities until the full implementation of the Multi-Material Recycling Program (MMRP) in June 2011.

The program is jointly managed by the Saskatchewan Association of Rehabilitation Centres (SARC) and the Association of Regional Waste Management Authorities of Saskatchewan (ARWMAS). The funding is provided by the Ministry of Environment through the Go Green Fund. SUMA only administers funding to independent municipal recyclers. This means municipalities that are not part of ARWMAS and SARC recycling systems are eligible for bridge funding through SUMA. About 123 municipalities are currently registered with the SUMA program.

This year's program is based on two payments and participants must submit tonnage receipts for the volume of paper and cardboard recycled. The first payment was an advance payment for the first half (January to June) of 2010 based on 2009 figures, calculated at \$35.80 metric tonne (MT). The submission deadline was July 31, 2010.

It is important to note that the upcoming second payment will be calculated based on MT of paper/cardboard recycled from July 1 2010 to December 31, 2010. Participants are required to submit tonnage receipts to proof how much they have recycled. If a contractor is hired to do recycling for the municipality, the contractor should be able to provide the information needed for the second payment. The deadline to submit receipts for the second payment is **February 17, 2011**. The Municipal Recycling Bridge Funding program is scheduled to end in March 2011, which is three month short of scheduled MMRP implementation.

SUMA and the Saskatchewan City Mayors' Caucus have sent letters informing the Minister of Environment the three-month shortfall and asking the minister to extend the current Bridge Funding Program until the MMRP is fully implemented. The minister regrettably informed us that the Go Green Fund for 2010-2011 has been fully allocated.

After a discussion at the December Board Meeting, the SUMA Board of Directors will be bring forward a resolution lobbying the Ministry of Environment to extend the Municipal Recycling Bridge Funding Program with additional funding until the full implementation of the MMRP.

For more information on the Municipal Recycling Bridge Funding Program for Paper and Cardboard, please contact your policy advisor, Che-Wei Chung. He can be reached at [cchung@suma.org](mailto:cchung@suma.org) or 306-525-4389.



# Co-ops Make Good Neighbors: Housing Options for Small Communities

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

You might do your business, banking, and grocery shopping at a co-op, but have you ever lived in one? Does your community need housing for young families, workers, seniors, or newcomers? This article will articulate how this form of alternative housing builds good neighborhoods while providing affordable homes and opportunities to benefit the greater community.

**What is “Co-operative Housing?”** Co-operative housing is an affordable alternative to home ownership, different than renting (though it may look the same on the surface). Housing co-ops are incorporated legal entities adhering to non-profit principles. Members pay monthly housing charges at a reduced rate (based on the cost of operating) and some co-ops offer monthly geared-to-income rent subsidies through government administered programs. Housing units come in various forms: condo – style, apartments, townhouses, and row houses. Individual units are not privately owned; once the member vacates, the unit becomes available for another member. Membership requires the purchase of shares in the organization (similar to a damage deposit when renting) and these member shares provide additional benefits<sup>1</sup>:

- A vote on co-op budget and policies
- Election of board of directors (including self-nomination)
- Participation and voice in co-op affairs, operating, upkeep, and capital replacement of property
- Review of audited financial statements of the co-op
- Lifetime membership and housing, if desired
- Security of housing since it is member-owned, with no risk of private sale by an external landlord

In an age of social alienation, economic uncertainties and environmental concerns, non-profit co-operative housing is an option that makes perfect sense. Co-operative housing provides safe, affordable housing for individuals, seniors, and growing families of all incomes, abilities, ethnicities, and backgrounds. It provides opportunities for members to share in their community, vote on important issues, and learn and co-operate in the operation and sustainability of the organization. They are ideal places to raise families, retire and age in place, build strong social connections and learn new skills.

**A Brief History of Co-op Housing in Saskatchewan** Stemming from amendments of the National Housing Act in 1973 as a result of successful lobbying efforts and funding support from CMHC, the co-operative housing movement in Canada was born.<sup>2</sup> Between 1981 and 1990, 21 housing co-operatives were established in Saskatchewan: four in Moose Jaw, one in Moosomin, one in North Battleford, two in Prince Albert, eight in Regina, one in Swift Current, and five in Saskatoon. In the late 1980’s, a decreasing Saskatchewan population coupled with governmental changes resulted in changes in CMHC funding administration. This led to the eventual downloading of federal housing programs to the province in 1997<sup>3</sup>. Today, 17 of the original 21 housing co-operatives remain operating in Saskatchewan, many of them under operating agreements with the [Saskatchewan Housing Corporation \(SHC\)](#), receiving annual operating subsidies. Since the last co-operative was built in Saskatchewan in 1990, no further co-operative housing developments have emerged; however, the demand for sustainable and affordable housing is as high as ever.

**Why Co-op?** In small towns and rural communities, housing is a significant issue; even a handful of available homes can make a big difference. Housing co-ops make good neighbors because to live in one means adhering to co-op principles of co-operation and participation; and this climate of neighborliness extends outwards to the general community. Co-operative housing has other tangible benefits:

- **Affordability** – Co-op housing charges reflect operating and capital replacement costs over time and are usually below market rent. Also, sharing resources such as tools and yard care equipment, and purchasing replacement items in bulk reduces costs. Co-ops belonging to the Canadian Co-op Association also receive discounts in insurance, home security, retail, and other services.
- **Uniqueness of Community** – Although co-ops must adhere to the Co-op Act, 1996, the community they grow from and the members they house are unique. The housing co-op can reflect the characteristics of the greater community and create spaces for people to flourish. Individual co-ops have their own policies which are created and amended by members themselves.
- **Efficient Use of Resources** – Co-op homes can be an effective use of land, municipal services, and resources depending on the building style, or use of existing buildings.
- **Community Engagement** – Co-op members are involved in the operation and livelihood of the organization. For seniors, they provide affordable independence with opportunities to socialize and contribute their time and skills. For young families, they provide safe, affordable housing with opportunities for child care and education about home maintenance and budgeting. For youth, co-ops teach the value of co-operation and community service, both of which create good neighbors and community volunteers in the long run.
- **Community Ownership** – Different from a external property management firm where residents have no control over housing charges and fees and no input in the running of the property, all of the money and resources going into the co-op stay in the community. Co-ops can also create jobs in administration and maintenance, contract work, outreach, human services, and provide opportunities for local industry representation.

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Apr. 11-15	Saskatoon	Class II Wastewater Treatment & Wastewater Collection (3.0 CEU's)
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Feb. 7-11	Regina	Class I Wastewater Treatment & Wastewater Collection (3.0 CEU's)
Mar. 7-11	Regina	Class II Water Treatment & Water Distribution (3.0 CEU's)
Feb. 16	Regina	Potable Water Reservoir Design, Operation & Maintenance Workshop (0.6 CEU's)
Feb. 17	Regina	Membrane Filtration Workshop (0.6 CEU's)
Mar. 16	Regina	Filter Surveillance and Optimization Workshop (0.6 CEU's)
Mar. 17	Regina	Iron and Manganese Removal Workshop (0.6 CEU's)

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continued from page 6 ...

## Co-ops Make Good Neighbors

- **How to Start a Housing Co-op** In general, there are seven steps to establishing a co-operative.<sup>4</sup> The first step involves gathering together interested individuals or parties, identifying key needs in your community, and brainstorming ideas. Next, do some specific research such as contacting existing housing co-ops to find out how they run, the characteristics of their membership, and what challenges the co-op has encountered. Then, have a feasibility study conducted to ascertain the viability of a housing co-op in your community, including business, financial, and marketing plans. If your project is deemed feasible, it is then time to finance and capitalize. This can be done through selling shares, collecting membership fees, accepting loans, grants or equity from members or other sources, or acquiring funding through government and non-government social programs. Once you have your funding in place, the next steps are to incorporate and develop an internal structure. The last step involves the ongoing, overall maintenance of your co-op buildings, internal structure, and growth over time. Listed at the end of this article are organizations where you can access detailed information and excellent online resources.
- **Funding Opportunities** Encouraging Community Housing Opportunities (ECHO) is an initiative of Sask Housing which offers funding for feasibility studies and loans for new development (\$5,000 - \$45,000). The Sask Rental Development program (through SHC, as well) provides one-time forgivable loans for capital expenses. CMHC accepts applications for seed funding

and proposal development for help with initial costs of developing an affordable housing plan. The federal Co-operatives Secretariat is home of the Co-operative Development Initiative, currently offering funds for innovate co-operative projects. Eligible projects include rural community development and capacity building and sustainability. In addition to these, there are numerous, creative ways to fund your project. Start by approaching individuals, potential members, private industry and investors, and other co-operatives in your region.

**Where to Find More Information** Visit these organizations' websites:

- Co-operative Housing Federation of Canada (CHF)
- Coop Zone
- Canadian Co-operative Association (CCA)
- Co-operatives Secretariat (Gov't of Canada)
- Canada Mortgage and Housing Corporation (CMHC)
- Saskatchewan Co-operatives Association (SCA)
- Co-operative Housing Association of Saskatchewan (CHAS)
- Sask Housing Corporation (SHC)
- Canadian Alternative Investment Co-operative (CAIC)
- Enterprise Saskatchewan

<sup>1</sup> [http://www.chfcanada.coop/eng/pages2007/about\\_1.asp](http://www.chfcanada.coop/eng/pages2007/about_1.asp)

<sup>2</sup> [http://www.chfcanada.coop/eng/pages2007/docs\\_002.asp](http://www.chfcanada.coop/eng/pages2007/docs_002.asp)

<sup>3</sup> <http://www.coophousingsk.ca/>

<sup>4</sup> <http://www.coopscanada.coop/en/orphan/General-Co-op-Development-Guides>



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## Workshop Will Set the Baseline on Municipal Planning

The Saskatchewan Environmental Industry and Managers Association (SEIMA), the Saskatchewan Urban Municipalities Association (SUMA), and the UN Regional Centre of Expertise in Environmental Education (RCE), have formed a partnership to bring a workshop in sustainability planning to Saskatchewan municipalities. **“Sustainable Municipal Planning: Setting the Bar for the Future”** is a full day workshop occurring on Tuesday, January 11, 2011, at the Ramada Hotel and Convention Centre in Regina.

Sustainable planning is the new and inescapable imperative in all spheres. There are many examples in the current literature that build a compelling and irrefutable case for the profitability benefits of triple-bottom-line accounting – recognizing that doing well and doing good are now forever connected. Large corporations and small- and medium-sized enterprises are adopting sustainable practices because of the direct and positive impact these are having on their market position and their profitability.

Municipalities are increasingly aware of their responsibility to respond to the same economic imperatives as well as to the growing public will that municipal planning aim for a higher environmental standard.

Planning for sustainable cities is a process that must begin with a sound and common set of principles that create a baseline for all decisions that affect municipal planning. That baseline becomes the ground from which all subsequent steps must be taken – steps that are informed through modern technologies, sound economics, ancient wisdom, and the hope of creating an enduring and positive legacy for future generations.

“Municipalities face daunting challenges relative to infrastructure deficits, shrinking federal and provincial transfers, and their sincere wish to operate sustainably,” says Kathleen Livingston, Executive Director & C.O.O. of SEIMA. “Resources are thinly spread, and all the partners in this event want this to be an affordable and practical training option for Saskatchewan municipalities, which will truly ‘set the bar for the future’”.

The workshop will be led by Gwendolyn Hallsmith, author of *The Key to Sustainable Cities* and Director of Planning and Community Development in Montpelier, Vermont, and Patricia Gordon, the Director of Sustainable Cities, a Vancouver based not-for-profit that focuses on long range urban sustainability planning. Both leaders have extensive hands on experience of working in municipalities, including the City of Calgary.

Hallsmith is also the Executive Director of Global Community Initiatives and has over 25 years of experience working with municipal, regional, and state government in the United States and internationally. She has served as a Municipal Manager, a Regional Planning Director, Senior Planner for the Massachusetts Executive Office of Energy Resources, the Deputy Secretary of the Vermont Agency of Natural Resources, and as an international specialist on sustainable community development.

Under the able and experienced hand of Gordon, Sustainable Cities conducts practical demonstration projects in partnership with cities and stakeholders to show how urban sustainability can be implemented and to support long-term planning. Projects include urban design, land-use planning, transportation, solid waste, urban greening, food security, energy efficiency, disaster mitigation, poverty reduction, governance, and multi-party participatory processes.

... Continued on page 9

**Municipal cultural engagement, Culture Days, Creative Kids, Cultural Funding opportunities, and more!**

Visit SaskCulture's booth at the 2011 SUMA Trade Show for more information on building on the culture in your community!

For more information on SaskCulture, visit [www.saskculture.sk.ca](http://www.saskculture.sk.ca).

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continued from page 8 ...

**“Sustainable Municipal Planning: Setting the Bar for the Future”** will focus specifically on the needs of Saskatchewan municipalities and municipal workers. The objectives for the workshop have been tailored:

- To introduce participants to a planning methodology for municipal sustainability planning
- To explore good practice in municipal sustainability planning in Saskatchewan, Canada, the US and internationally
- To explore the implications of sustainability planning for municipal infrastructure including the introduction of a sustainability tool to assist practitioners in planning and implementing sustainable infrastructure

Practical, take away information and tools are the order of the day. Great care and preparation have gone into ensuring that the material and delivery are Saskatchewan-specific, with real and pragmatic applications featured.

Benefits associated with this learning opportunity include greater capacity among community stakeholders and actively

engagement within the community. The UN Decade of Education for Sustainable Development (DESD 2005-2014) identifies community capacity building as an important element of sustainable development.

The day’s program will include a live video feed to a presentation by Bob Willard, well-respected Canadian sustainability expert. Willard offers an amazing array of invaluable business planning resources on his website at <http://www.sustainabilityadvantage.com/>.

Workshop participants will be invited, following the workshop, to continue their conversations at the Opening Night Reception for **Linkages 2011**, an annual event that brings municipal representatives together with municipal infrastructure innovators and investors/businesses. The two-day double-header has been crafted to provide maximum benefit to those involved in municipal public works and planning.

Full details on **“Sustainable Municipal Planning: Setting the Bar for the Future”** will be updated regularly on the SEIMA website at [www.seima.sk.ca](http://www.seima.sk.ca). Interested parties can also call SEIMA at 306.543.1567.



## Connecting Voices, Strengthening Communities 2011 Convention Agenda

### Sunday, January 30, 2011

- 11:00 a.m. – 4:30 p.m. Registration  
1:00 p.m. – 2:15 p.m. Education Sessions  
**E1:** Civic Engagement  
**E2:** Effective Council Meetings  
**E3:** SUMA’s Lobby Strategy and You  
**E4:** Regional Solutions – Bylaw Enforcement  
1:00 p.m. – 4:00 p.m. **E5:** Administrator/CAO Education Session  
1:00 p.m. – 4:00 p.m. **E6:** City Dialogue Session  
2:15 p.m. – 2:30 p.m. Refreshment Break  
2:30 p.m. – 3:45 p.m. Education Sessions (repeated)  
**E7:** Civic Engagement  
**E8:** Effective Council Meetings  
**E9:** SUMA’s Lobby Strategy and You  
**E10:** Regional Solutions – Bylaw Enforcement  
4:00 p.m. – 5:15 p.m. SUMAssure Registration & AGM  
8:00 p.m. – 11:00 p.m. Puttin’ on the Glitz!  
TCU Place

### Monday, January 31, 2011

- 8:00 a.m. – 8:45 a.m. Delegate Breakfast – Tradeshow Area  
8:45 a.m. – 9:15 a.m. Official Opening Ceremonies  
9:15 a.m. – 10:15 a.m. Keynote Address – Senator Pamela Wallin  
10:15 a.m. – 11:15 a.m. Break – Dedicated Tradeshow Viewing  
11:15 a.m. – 11:45 a.m. Premier’s Address  
11:45 a.m. – 1:00 p.m. Lunch & Tradeshow  
1:00 p.m. – 1:20 p.m. Minister of Municipal Affairs  
1:20 p.m. – 1:30 p.m. FCM Address  
1:30 p.m. – 2:15 p.m. Break – Dedicated Tradeshow Viewing  
2:15 p.m. – 3:25 p.m. Concurrent Sessions  
**C1:** Leveraging PS3150 into an Asset Management Plan  
**C2:** Emergency Management – Lessons Learned from a Summer of Storms  
**C3:** Age-Friendly Communities  
3:25 p.m. – 3:30 p.m. Break  
3:30 p.m. – 5:00 p.m. Sector Meetings  
8:00 p.m. Board-Hosted Hospitality Night, Sheraton Cavalier

### Tuesday, February 1, 2011

- 8:00 a.m. – 9:00 a.m. Delegate Breakfast – Tradeshow Area  
9:00 a.m. – 10:00 a.m. Annual General Meeting  
10:00 a.m. – 10:30 a.m. Break – Dedicated Tradeshow Viewing  
10:30 a.m. – 10:40 a.m. SaskPower Presentation  
10:40 a.m. – 12:30 p.m. Resolutions  
12:30 p.m. – 1:30 p.m. Lunch & Tradeshow  
1:30 p.m. – 2:00 p.m. Resolutions (if required) or Tradeshow Viewing  
2:00 p.m. – 2:30 p.m. Sector Reports  
2:30 p.m. – 2:45 p.m. Break  
2:45 p.m. – 4:45 p.m. Sector Specific Sessions – focus on Growth, Capacity & Development  
  
Sectors will be split into these FOUR groups:  
• Cities  
• Northern  
• Towns & Villages – Population above 500  
• Towns & Villages – Population under 500  
7:00 p.m. President’s Banquet & Awards Ceremony, TCU Place  
9:00 p.m. Entertainment – Jebb Fink

### Wednesday, February 2, 2011

- 9:00 a.m. – 10:30 a.m. Dialogue with Ministers  
10:30 a.m. – 10:45 a.m. Refreshment Break  
10:45 a.m. – 12:00 p.m. Bear Pit with Cabinet  
12:00 p.m. Closing Ceremonies



## 106<sup>th</sup> Annual SUMA Convention...

office. The presentation will outline the steps for building intermunicipal cooperation, showcase examples of regional partnership, and present lessons learned from successful regional models.

### Speakers:

*Municipal Capacity Development Program  
Summer Village of Ma-Me-O Beach  
Alberta and Twin Lakes Community  
Planning Association*

### City Dialogue Session

This session will familiarize city delegates with the work done by the City Mayors' Caucus and SUMA on their behalf. It will focus on open dialogue between city delegates regarding priority items for the CMC and SUMA to focus on in the coming year.

### Administrator/CAO Session

This session is for urban municipal administrators only. Run by the Urban Municipal Administrators Association of Saskatchewan, it will focus on local capacity challenges, with a particular focus on land-use planning and asset management. It will be an opportunity to share best practices and lessons learned. The session is intended to be interactive and to be responsive to the question and discussion points of participants.

### Speakers:

*Dr. Gordon Sparks P.Eng, VEMAX  
Management (Asset Mgmt Portion)  
Nicole Allen EIT, VEMAX Management  
(Asset Mgmt Portion)  
Martino Verhaeghe, MCIP, Community  
Planning Branch (Land-use Planning Portion)*

### Dialogue with Ministers

The following ministers have confirmed their attendance at the Dialogue with Ministers session on Wednesday February 2<sup>nd</sup>

Environment

**Honourable Dustin Duncan**

Social Services

**Honourable June Draude**

Municipal Affairs

**Honourable Darryl Hickie**

Highways & Infrastructure

**Honourable Jim Reiter**

Justice and Attorney General

**Honourable Don Morgan Q.C.**

Education & Advanced Education,  
Employment and Immigration

**Honourable Donna Harpauer &  
Honourable Rob Norris**

Enterprise Saskatchewan &  
Energy and Resources

**Honourable Jeremy Harrison &  
Honourable Bill Boyd**

First Nations and Métis Relations

**Honourable Ken Cheveldayoff**

Tourism, Parks, Culture and Sport

**Honourable Bill Hutchinson**

**The following ministers were invited to attend the Dialogue with Ministers but regrettably are unable to attend:**

Honourable Don McMorris, Health  
Honourable D.F. (Yogi) Huyghebaert,  
Corrections, Public Safety and Policing

Honourable Bill Boyd  
Energy and Resources

### Concurrent Sessions Monday, January 31<sup>st</sup>

#### Leveraging PS3150 Data into an Asset Management Plan

The tangible capital asset data collected by municipalities on their infrastructure assets is the first step to developing an asset management plan. This session will look at the relationship between PS3150 data and asset management and the benefits that an asset management plan will provide to a municipality in terms of financial planning. This session will use specific examples from the Town of Dalmeny pilot project and the regional pilot project involving Dalmeny and Osler.

### Speakers:

*Dr. Gordon Sparks P.Eng, VEMAX  
Management  
Nicole Allen EIT, VEMAX Management*

#### Emergency Management - Lessons Learned from a Summer of Storms

Urban municipalities have long been the first responder to local emergencies; however, is your community ready for what's around the corner? The intent of the session is to outline the importance of municipal emergency planning and learn from municipalities who had dealt with these situations. This session is jointly presented by the Ministry of Corrections, Public Safety and Policing, the City of Yorkton, and the towns of Maple Creek and Kindersley. The ministry will speak on the legal framework and the municipality's role in dealing with emergencies. Presenters from Yorkton, Maple Creek and Kindersley will share their experience in dealing with local emergencies and the lessons learned from their situations.

### Speakers:

*Ministry of Corrections, Public Safety  
and Policing  
City of Yorkton  
Town of Maple Creek  
Town of Kindersley*

#### Age-Friendly Communities

Saskatchewan's communities face a dichotomy of demographics, with the two fastest growing age ranges being youth and seniors. Making communities age-friendly is one of the most effective policy approaches for responding to demographic

ageing, and the need to retain young families. Older people can continue to play a vital role in communities, but only if societies address their needs, enabling them to lead independent lives and remain active and contributing members of their communities. This session will examine ideas for engaging seniors and making municipalities more 'senior friendly'.

### Speakers:

*Eileen Clarke - Mayor, Town of  
Gladstone, Manitoba and VP Urban  
for the Association of Manitoba  
Municipalities  
Louise Hutton - Community Liaison,  
Age-Friendly Communities  
University of Manitoba*

### Sector Specific Sessions Tuesday, February 1<sup>st</sup>

#### Cities

The focus of this session will be on managing economic and population growth in cities. Relying on best practices from Saskatchewan cities, the discussion will focus on the role of cities in facilitating economic growth and social development. The continued urbanization of Saskatchewan and its implications for the influence of cities will be considered. Ultimately the goal of the session is to emerge with a common understanding of the growth priorities for Saskatchewan cities, and how cities can not only survive, but thrive amidst growth pressures.

#### Northern Session

The focus of this session will be to discuss key northern municipal challenges. The session will begin with roundtable dialogue aimed at identifying the top three challenges facing northern municipalities. With the identification of top challenges, the session will move to small group discussion with the objective of further defining these challenges, discussing potential solutions, and identifying a strategy for action. The outcome of the session will be a priority issue and action list for northern municipal leaders for the coming year.

#### Towns & Villages with Populations above 500

Province that is growing both economically and demographically requires strategic leadership from its growth centres – urban municipalities. This session focuses on the critical role that strategic leadership plays for mid-sized municipalities. Land-use, infrastructure, taxation, administration, and governance are all areas where effective planning and leadership can set growing municipalities up for success in the future. Harvey Linnen, President of HJ Linnen Associates Ltd, will be leading this session.

#### Towns & Villages with Populations Below 500

This session focuses on local capacity challenges and the opportunities for



partnering with neighbouring municipalities to deliver value to ratepayers. The objective of the session is for small urban municipalities to better understand the current and future trajectory of their communities and to be equipped to plan accordingly. A series of four presentations/discussions will occur during the session, including:

- Demographic analysis and understanding current and future population trends in your municipality;
- Key indicators of a sustainable municipality;
- Existing and future legislative and regulatory demands facing urban municipalities; and
- How partnership service models can alleviate pressure, save costs, and drive future success.

### Event Tickets

Please note that you will not be able to purchase the Sunday event tickets for the Puttin' on the Glitz event onsite, so be sure to purchase prior to arriving at the convention. If the President's Banquet is not sold out, then tickets will be sold on-site until Monday, January 31st at noon.

If you purchase tickets for either event and are not able to attend, then it will be your responsibility to re-sell these tickets. SUMA will assist with the process up until Wednesday, January 26th and will maintain a list of those looking to sell or buy tickets. After this date, we will provide a for sale/wanted board on-site at the convention office for those wishing to sell or buy tickets. These ticket sales will be handled by the delegate without SUMA's involvement. Please remember when selling or buying a ticket that you must have the ticket for access to the event.

### Help us to host a greener Convention!

SUMA is committed to recycling and reducing waste wherever possible, as are the majority of our members. We are conscious of the effect our Convention has on the environment and will strive to minimize its impact. We encourage our delegates to join the effort by:

- Bringing your favourite travel mug or water bottle to Convention. Ceramic mugs for coffee and tea and glasses for water will be used at the refreshment stations. There will be water coolers throughout TCU place sponsored by Culligan. Also, visit the SUMA booth for your re-usable stainless steel BFA free water bottle.
- Hopping on one of our shuttle buses, or car pooling with your colleagues
- Using the clearly identified recycling bins located throughout TCU Place for your plastic drink bottles

We thank you for your participation, and for recognizing that reducing waste and practicing good recycling behaviour is everyone's responsibility!

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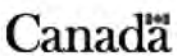

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# Municipal Marketplace Tradeshow

Monday, January 31st 8 a.m. – 4 p.m. / Tuesday, February 1st 8 a.m. – 1:30 p.m.

Below is a list of tradeshow participants that you will see featured. Please note SUMA Advantage partners are highlighted with \*\*

Organization Name	Dynamic Construction/Water Play	Modular Housing Association	Saskatchewan Economic Development Association
3M Track & Trace	EMW Group	Moody's Equipment	Saskatchewan Irrigation Projects
Acrodex Inc.**	Enterprise Saskatchewan	Municipal Employees Pension Plan	Saskatchewan Parks and Recreation Association
Advoco	Enviroway Detergent Manufacturing	Municipal Utilities Central	Saskatchewan Public Works Association
Airmaster Signs	EPEC Consulting (Sask) Ltd.	Municipal World**	Saskatchewan Research Council
Alfa Products	A Divisions of Walker Projects Inc.	MuniSoft	Saskatchewan Transportation Company
Anderson Pump House Ltd.	Expocrete Concrete Products Ltd	Musco Lighting Canada	Saskatchewan Watershed Authority
Aon Reed Stenhouse Inc.**	Fame Asset Management Solutions	New Horizons for Seniors	SaskCulture
APEGS	Fer-Marc Equipment Ltd.	Nite Staging & Sound	SaskPower
Assiniboia Rubber Recycling Inc.**	FGI Supply Ltd.	Nuclear Waste Management Organization	SaskTel**
ATAP Infrastructure Management Ltd.	Fire and Auto Enterprises	Operator Certification Board	SaskWater
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Butler Survey Supplies Ltd.	Global Sport Resources Ltd.	Pounders R-Us	St. John Ambulance
Canada Culvert	Guardian Traffic Services Ltd.	Prairie Emulsions	Staging
Canada West Truck & RV Centre	Health Canada Pesticide Compliance Program	Prairie Fuel Advisors**	Stevenson Industrial Refrigeration
Canadian Arena Products	Henderson Recreation Ltd.	Prairie Mapping Services	SUCCESS Office Systems**
Canadian Dewatering	Heritage Saskatchewan	Prairie Mobile Communications	SUMA**
Canadian Labour Congress	Hertz Equipment Rental**	Provincial Library and Literacy Office	Suncorp Valuations**
Cansel Survey Equipment	ISC	Provincial Pothole & Paving	Supreme Office Products**
Centaur Products	Jet Ice	Recreation & Tourism Management	Thurston Machine Inc.
Century Environmental Services	Kal Tire**	Recycle Saskatchewan	Credenda Virtual High School & College
Chatterson Janitorial Supplies**	Kap City Construction	Road Boss Grader	Transport Canada
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Colya J Fire Services	Laurie Artiss Ltd.**	SaskAlta Environmental Solutions Inc.	Waste Advisory Council of Saskatchewan
Communities in Bloom	Mainstream Water Solutions Inc.	Saskatchewan Abilities Council	West Harvest Group of Hotel
Communities of Tomorrow	McElhanney Consulting Services Ltd.	Saskatchewan Assessment Management Agency (SAMA)	Western Recreation Development Inc.
Community Futures Saskatchewan	MHPM Project Mangers Inc.	Saskatchewan Association of Watersheds (SAW)	Wolseley Engineered Pipe
Consulting Engineers of Saskatchewan (CES)	Milligan Bio-Tech Inc.	Saskatchewan Crime Stoppers	Wolseley Water Works
Corrections Public Safety and Policing	Ministry Municipal Affairs		Wood WORKS!
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For more information on the **Jan. 30 – Feb. 2, 2011** convention in Saskatoon, **visit [www.suma.org](http://www.suma.org).**

To learn more, visit our website or call us toll free: **1-888-230-1111.**

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