

VOLUME 21 NUMBER 1 | SPRING 2016

# URBAN*Voice*

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

## ECONOMIC & COMMUNITY DEVELOPMENT

PM #40065075

Convention Recap | Municipal Award Winners



# Roam

REMOTE MONITORING

Is Roam right  
for your community?

## Test the waters with this questionnaire.

	Yes	No
Do you desire peace of mind that your water supply is safe and reliable?	<input type="checkbox"/>	<input type="checkbox"/>
Would you like to give your customers the highest level of service possible?	<input type="checkbox"/>	<input type="checkbox"/>
Do your operators wish they could more proactively respond to plant fluctuations?	<input type="checkbox"/>	<input type="checkbox"/>
Would it be advantageous to have your facilities monitored 24 hours a day, 365 days a year?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have the goal of reducing risk to your residents, administration and council?	<input type="checkbox"/>	<input type="checkbox"/>
Are you interested in maximizing savings on operating costs such as electricity and chemicals?	<input type="checkbox"/>	<input type="checkbox"/>

If you answered **yes** to any of these questions, Roam Remote Monitoring *may benefit your community*. It will capture operational performance data from your water treatment plant and other facilities in real time and transmit it to SaskWater's control room in Regina where trained, professional operations personnel are monitoring your facility 24/7/365.

For more information,  
visit [saskwater.com](http://saskwater.com),  
call 1-800-230-1111 or email  
[roam@saskwater.com](mailto:roam@saskwater.com).



**SaskWater**

[saskwater.com](http://saskwater.com)



# SUNCORP VALUATIONS

Our Business is Value.



## THIS IS NOT THE TIME TO APPRAISE YOUR ASSETS!!!

### HOW SUNCORP CAN HELP

Recent loss experience has shown properties across the province have been severely underinsured. On top of this there is little documentation of the destroyed assets. Owners find themselves not only underinsured, but scrambling to provide proof of loss to brokers and adjusters. Suncorp Valuations is your industry leader in the documentation and valuation of your insurable assets. Our formal assessment of your insurable assets will assist you in negotiating accurate insurance limits and equitable premiums. In the event of a loss, an independent appraisal will provide accurate, documented evidence of the assets you hold - thereby helping you settle your claim quickly.

### HELP PREVENT A LOSS IN THE FIRST PLACE

Suncorp is pleased to offer a wide range of loss control services in conjunction with our appraisal valuations. Our surveys can be custom designed to your specific needs. Our Loss Control professionals will work with you to provide advice on how to protect against loss of property due to fire, flood and other perils such as crime, vandalism and liability issues.

Suncorp Valuations is proud to be a partner in the SUMAdvantage Program.

Contact us today to further discuss how Suncorp Valuations can fulfill your valuation and risk management needs.

For more information on our services please contact us.

CALL TOLL FREE: 1-800-764-4454

For more information please visit our website: [www.suncorpvaluations.com](http://www.suncorpvaluations.com)





## DDS 5900 DIGITAL DISCUSSION SYSTEM

# RAISE YOUR EXPECTATIONS, NOT YOUR VOICE

Whether your meetings are designed to legislate, educate or innovate, effortless and effective communication is key. With clear sound and simple setup, the Shure DDS 5900 Digital Discussion System makes it easy to hear and be heard, while speaking naturally.

Easy to configure and expand, the DDS 5900 combines the microphone, loudspeaker, interpretation audio, and user controls in an integrated system so meeting participants can hear each other clearly in chambers or via videoconference. And with a choice of discussion unit form factors, the DDS 5900 is equally at home in historic buildings, and contemporary meeting spaces offering an ideal all-in-one audio solution for:

- City councils and regional government bodies
- Courtrooms
- Educational institutions
- Non-profit organizations
- Corporate meeting rooms

[www.shurecanada.com/dis](http://www.shurecanada.com/dis)

© 2016 Shure Incorporated

Distributed in Canada by

 **sfm** 1-800-363-8855 | [sfm.ca](http://sfm.ca) | [info@sfm.ca](mailto:info@sfm.ca)

**SHURE**<sup>®</sup>  
LEGENDARY  
PERFORMANCE<sup>™</sup>





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

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

#### PUBLISHERS

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

#### SUMA STAFF

Laurent Mugeot, CEO

Beverly Bradshaw, Municipal Procurement Agent

Laurie Bryant, Accounting Administrator

Steven Dribnenki, Policy & Legal Advisor

Katee Galandy, Convention & Events Coordinator

Tauna Kupiec, Group Benefits Administrator

Lynn Lau, Administrative & Research Assistant

Sean McEachern, Policy and Communication Director

Sean McKenzie, Policy Advisor

Scott Meger, Group Benefits Administrator

Tania Meier, Corporate Programs & Member Services Director

Lindsay Peel, Finance Manager

Lisa Rawlings, Marketing Coordinator

Heather Vanderaa, Executive Assistant

Tiffany Wolf, Communications Advisor

Please send change of address to [suma@suma.org](mailto:suma@suma.org)

#### DISTRIBUTION

Publication Mail Agreement #40065075

Return undeliverable mail to [lauren@kelman.ca](mailto:lauren@kelman.ca)

#### PUBLICATION MANAGEMENT AND PRODUCTION BY:



Third Floor - 2020 Portage Avenue  
Winnipeg, Manitoba R3J 0K4  
Tel: 866-985-9784  
Fax: 866-985-9799  
[www.kelmanonline.com](http://www.kelmanonline.com)

Managing Editor: Terry Ross, [terry@kelman.ca](mailto:terry@kelman.ca)

Layout & Design: Jackie Magat

Marketing Managers: Rod Evason, [rod@kelman.ca](mailto:rod@kelman.ca)

Advertising Coordinator: Stefanie Hagidiakow

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

VOLUME 21 NUMBER 1 | Spring 2016

# URBAN Voice

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

## FEATURES

### ECONOMIC & COMMUNITY DEVELOPMENT

Economic Benefits of Greenspaces .....	12
Main Street Saskatchewan .....	14
Supporting Small Business in Your Community .....	19
Developing a Systems Approach to Entrepreneurship .....	22
Destination Marketing Programs: Where to start and how they can help .....	26
Making the Most out of Tourism .....	28
YQR™ — a Valuable Economic Generator .....	30
Convention 2016 Recap .....	33
Presenting: Saskatchewan Municipal Award Winners .....	44
SARRC Celebrates 20 Years .....	48



## DEPARTMENTS

President's Voice .....	6
Board of Directors .....	8
CEO's Voice .....	10
Legal Voice .....	46
SUMAdvantage Voice .....	50
Reach our Advertisers .....	52



MIX  
Paper from  
responsible sources  
FSC® C103094



THINK GREEN

This document is printed on paper certified to the standards of the Forest Stewardship Council® (FSC®).



## MUNICIPAL SERVICES CRITICAL TO A GOOD ECONOMY

Mayor Debra Button, President

At SUMA, we've spent much of the last couple months pointing out that municipalities support our residents each and every day. But we also support businesses, both within our own communities and without.

Can you imagine trying to run a business without the services municipalities provide? I would not want to tell my employees that the water they use to wash their hands (or heaven forbid, make their coffee) might not be safe. Without the streets and bridges we provide, merchants would struggle to get products on their shelves, and employees in to work. The list goes on — from the fire and police services we provide to wastewater management and street cleaning — we give businesses a solid base to build on.

Not only do we provide the services that make our cities, towns, villages, and northern municipalities great places to run a

business, we provide the communities where employees want to live. So even the soft services, such as recreation, arts, and culture, tie in to helping local businesses thrive by helping them attract and retain employees.

As I mentioned at Convention 2016, Saskatchewan's economy is growing and becoming more diverse. Our urban municipalities are the engines of economic growth, because that is where the activity is happening, by and large. Manufacturing, the service industry, construction, we see it all. Even the agricultural and mining sectors creep in to our urban communities. This is where the value-added economy is happening, and where the people of Saskatchewan come to buy goods and services.

Take a look at this edition of *Urban Voice* to see how your municipality can encourage businesses to start and to grow. You won't be sorry, and neither will they. ■



**INDUSTRIAL MACHINE INC**

[www.industrialmachine.ca](http://www.industrialmachine.ca)

#25, 26308 TWP 525A Acheson, Alberta T7X 5A6 Ph: 587-286-2772 Fax: 587-286-2770

### Your Municipal Equipment Specialists

#### R.P.M.

- Snow Removal Equipment
- Snow Blowers
- Cameleon Utility Vehicles

#### K.M INTERNATIONAL

- T-2 ASPHALT RECYCLER
- KM4000T
- KM8000T

#### ROAD HOG

- Cold Planers
- Road Saws


#### CRAFCO

- Spray Injection Patchers

#### SEWER ACCESSORIES

- Piranha Sewer Flush Hoses
- Ball Valves / Gate Valves
- Hose Coupler Sets
- Grab-All
- Tubes and Pipes





**We treat our subscribers  
as if they were our owners**  
(mostly because they are).

At SUMAssure, we are dedicated to offering the best possible liability and property insurance at the lowest possible price for Saskatchewan urban municipalities. Our subscribers are owners who receive outstanding customer service because we listen and customize services that help us meet our municipal objectives. Our specialized knowledge of urban municipalities results in superior claims management and happier, more satisfied subscribers (who just happen to be owners as well).

For more information, including how to subscribe,  
visit [sumassure.ca](https://sumassure.ca)





# BOARD OF *Directors*



**MAYOR  
DEBRA BUTTON**  
President



**MAYOR  
MALCOLM EATON**  
Vice-President  
Cities



**MAYOR  
RODGER HAYWARD**  
Vice-President  
Towns



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



**COUNCILLOR  
MIKE O'DONNELL**  
Executive Member  
Saskatoon/Regina



**MAYOR  
RON OSIKA**  
Director  
Central Region



**MAYOR  
BEN BUHLER**  
Director  
Northwest Region



**MAYOR  
BRUCE FIDLER**  
Director  
Northern Region



**COUNCILLOR  
RANDY GOULDEN**  
Director  
East Central Region



**COUNCILLOR  
GLENN GEORGE**  
Director  
Northeast Region



**COUNCILLOR  
WADE MURRAY**  
Director  
City of Regina



**MAYOR  
AL HERON**  
Director  
West Central Region



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



**COUNCILLOR  
LEE ATKINSON**  
Director  
City of Prince Albert



**COUNCILLOR  
DARREN HILL**  
Director  
City of Saskatoon



**COUNCILLOR  
TIFFANY PAULSEN**  
Director  
City of Saskatoon



**MAYOR  
MIKE STRACHAN**  
Director  
Southeast Region



**MAYOR  
DALE DOMEIJ**  
Director  
Southwest Region





JOHN DEERE

# FAMILY MATTERS.

## VALUE RUNS IN THE FAMILY.

The legacy of rugged reliability and category leading performance is alive and well in the new Deere E-Series Skid Steers and Compact Track Loaders. Delivering the same quality that you've come to expect from all your heavy-duty John Deere equipment, the new E-Series machines feature a host of improvements like optimized boom design that provides improved bucket breakout performance, more reach at truck bed height, and more lift height to the hinge pin. Courtesy lighting stays on for up to a 90-second interval before shutting down after the operator exits the machine. New options like keyless start to make your day smoother and more productive. And best of all, it's backed by Brandt – the best trained and most committed after sales support team in the business. Nobody works harder to keep you productive and profitable. **That's Powerful Value. Delivered.**

**DEMO** SCHEDULE YOUR DEMO  
AT [BRANDTPROMO.CA](http://BRANDTPROMO.CA)

**FINANCING** CUSTOMIZED, FLEXIBLE OPTIONS  
FIND OUT MORE 1-855-711-4545

[brandt.ca](http://brandt.ca) | 1-888-227-2638

**Brandt**



## ECONOMIC DEVELOPMENT CRITICAL PART OF MUNICIPAL LEADERSHIP

Laurent Mougeot, Chief Executive Officer

Over the years, we have seen many different models to deliver economic development services. I recall the days when the City of Prince Albert had its own economic development department, which had a very strong focus on recruiting investors from Asia.

A few years later, the local chamber of commerce made a successful pitch to centralize all resources under their umbrella, having made the argument that the private sector was much better positioned to attract private investors: Business people talking to business people.

Another few years passed, and local investors started exploring opportunities to build a fish-packing plant, and to attract

an American small airplane manufacturer. Both projects went beyond the interests of the city, and a regional perspective started to emerge. At last, regional economic development was born — at least in that part of the province it was. Driven by private investors, and managed by civil servants, economic development efforts were now steering a regional agenda.

Of course, most of us will recall the broader provincial approach to promote economic investments through a series of larger scale Enterprise Regions, all designed within a much more strategic context, taking into account demographics, regional labour markets, and local resources. The new concept

barely had a chance to see daylight before municipalities were once again asked to take the lead on economic development when the regions were dissolved in 2012.

Today, as our provincial economy is being challenged by a downturn in the oil sector, it is most interesting to take a look at how Saskatchewan's economy has diversified over the last 20 years. Historically, our province has been known for three things: having a boom and bust economy, exporting kids to other provinces, and having a solid base in agriculture.

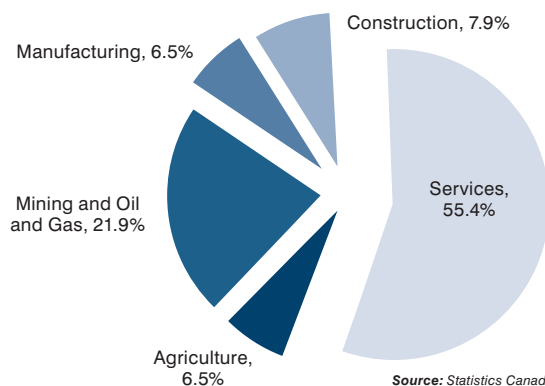
Today's Saskatchewan economy looks more diverse than ever. Agriculture now represents less than 10 per cent of our annual Gross Domestic Product (GDP), yet we don't farm any less. In fact, we are exporting more varieties and more volumes than ever before. Now, manufacturing has become an integral part of our economy. And construction has already secured a solid position — way ahead of food production.

Our population has also increased significantly. As we often point out here at SUMA, in the past eight years, we have collectively built the equivalent of 27 small cities (each with 5,000 people). People from all over the world now share neighbourhoods with our kids, having found jobs in our cities, towns, and villages.

As for the boom and bust cycles, there is no doubt that as one of the major exporting provinces in the country, Saskatchewan will be subject to market fluctuations. Our diversified economy has, however, made us more resilient to the impact of changing world markets.

Regardless of the model you follow, economic development cannot be overlooked as an integral part of what we do as municipal leaders. Our communities must continue to create business climates that promote and sustain a good mix of economic activity! ■

**Saskatchewan 2014 Real GDP, at Basic Prices, by Industry (Percentage of Total)**



Source: Statistics Canada, CANSIM Table 379-0030 & 379-0031

### HOW ARE YOUR SIDEWALKS?



#### Canada's Sidewalk Asset Management Service.

Safesidewalks Canada's patented process will make your sidewalks safer and reduce trip and fall claims.

Residents will be pleased to see a direct improvement in their community and customers **SAVE 80% ON AVERAGE** compared to demolishing and replacing the sidewalk.



#### OUR SERVICES

- Sidewalk Asset Management
- Trip Hazard Removal
- Sidewalk Condition Assessments

CALL US TODAY! 403-629-0605 or visit us online at

[www.SafeSidewalks.ca](http://www.SafeSidewalks.ca)







# ECONOMIC & COMMUNITY DEVELOPMENT

ECONOMIC BENEFITS OF GREENSPACES – MONEY DOES GROW ON TREES!.....	12
MAIN STREET SASKATCHEWAN: HERITAGE AND CULTURE-LED ECONOMIC DEVELOPMENT.....	14
SUPPORTING SMALL BUSINESS IN YOUR COMMUNITY.....	19
DEVELOPING A SYSTEMS APPROACH TO ENTREPRENEURSHIP.....	22
DESTINATION MARKETING PROGRAMS: WHERE TO START AND HOW THEY CAN HELP.....	26
MAKING THE MOST OF TOURISM.....	28
YQR™ – A VALUABLE ECONOMIC GENERATOR FOR REGINA AND SOUTHERN SASKATCHEWAN.....	30



# Economic Benefits of Greenspaces – Money does grow on trees!

Andrew Exelby, Parks and Open Spaces Consultant, Saskatchewan Parks and Recreation Association

The link between economic commerce and greenspaces has been recognized for many years. Many of our communities were once based around a town square or main street, which included a park space for use by the entire community. Recognizing the link between the greenspaces in our communities and the success of local business is important. Communities that *look* successful are more likely to be successful, and vibrant parks and greenspaces are the key.

Studies across North America have shown that greenspaces in a community positively affect property values, human health, business activity, and tourism. A great example can be seen from almost any urban greenspace. The most highly valued residential properties back directly onto these greenspaces. Whether the space is a sports field, retention pond, golf course, or a natural area such as a

ravine or wetland, residential consumers value having greenspaces in their 'backyards' and will pay for this luxury. Often this correlates into larger homes, larger lots and increased tax revenue for our municipalities. The Association of Saskatchewan Realtors recognizes the value of greenspaces through its quality of life grants. These grants support communities in many areas including environmental sustainability, protection and conservation of natural areas with the overall goal being improved quality of life in Saskatchewan.

Another great example of greenspaces that offer value to our communities is campgrounds. The camping sector in Saskatchewan is booming and there is a huge opportunity for communities to benefit. Simply look at places such as Weyburn to see municipal campgrounds that are in high demand. The River Park Campground is a seasonally operated

facility located in River Park near the heart of Weyburn. The high use of this campground supports businesses and facilities throughout the city in addition to creating a revenue stream for the city. Similar examples can be found in Moose Jaw, Melfort, Indian Head, and other communities across the province where public or private campgrounds support the local economy.

Just as important as built greenspaces are the natural greenspaces within our communities. These spaces encourage recreational activity while also contributing to the overall community — all paths lead to economics. In many cases, the conservation and preservation of overland drainage channels and other natural areas reduce the need for the engineering and construction of costly control features within a community. For example, by preserving a natural ravine that runs through your community, you might be



avoiding the installation of a costly storm sewer and/or overland drainage system for the area. If the local storm sewers and other service drainage systems are allowed to drain into a natural water channel, this further reduces the need for built infrastructure. As a bonus, these natural areas can provide a huge benefit to the community through their provision of wildlife habitat, outdoor experiences, and aesthetic appeal.

Potential businesses and residents want to live in communities that offer a wide range of recreational and outdoor opportunities. Our park spaces are key! Look at the *Visitors* or *Moving to our Community* section of a municipality's website and you'll see information discussing parks, greenspaces, recreation, and leisure opportunities. This is the information that interests visitors, potential residents, and businesses. Residents desire these leisure opportunities for everyday life, and businesses realize that the leisure opportunities within a community enhance employee recruitment and retention efforts. Everyone expects communities

to offer a standard array of services, including road maintenance, sewer and water service, and garbage pickup, but it's the opportunities through parks, recreation and leisure activities that really set a community apart from the rest. Residents are attracted to these community attributes and so are businesses.

Your community might already recognize the value of the outdoors and greenspaces, but you may also be looking for new ideas. There are great opportunities right here in Saskatchewan that help communities with economic development, tourism, and greenspace development. Programs such as Main Street Saskatchewan with the Ministry of Parks, Culture and Sport, and First Impressions Saskatchewan with the Saskatchewan Economic Development Association are both great opportunities.

The Saskatchewan Parks and Recreation Association also offers the Communities in Bloom (CiB) program. This provincial and national program recognizes community participation in projects involving beautification,

heritage, and environmental awareness. Participants may choose to be evaluated on the quality of the municipality's greenspaces, diversity and originality of its landscaping, general tidiness, environmental awareness, heritage, and the level of community involvement. As a result, a great opportunity exists for communities to generate civic pride and gain helpful information with suggestions from the CiB judges, all while gaining recognition across the country. It's more than planting flowers — it's about building communities. For more information on this program, visit [www.spra.sk.ca/cib](http://www.spra.sk.ca/cib).

So remember, economic development is not only about how many businesses you have in your community. **Royce Pettyjohn**, Manager of Community and Economic Development in Maple Creek may have said it best in a March 2015 interview with *The Gull Lake Advance*: "It's really all about making the community welcoming to live in, invest in and visit." Assets like parks and greenspaces, in conjunction with other leisure opportunities, are key components of this success. ■

Environmental • Mining • Hydrogeology • Geotechnical • Permitting & Licensing • Project Management • Transportation (Rail, Roads, Air) • Municipal Engineering • Planning & Land Development • Risk Analysis • Rights of Way & Land Acquisition

Tailored Engineering and  
Environmental Solutions  
That Embrace Each  
Client's Values



**Clifton Associates**

[www.clifton.ca](http://www.clifton.ca)

# Main Street Saskatchewan: Heritage and Culture-led Economic Development

Marvin Thomas, Heritage Conservation Branch, Ministry of Parks, Culture and Sport

## IMPORTANCE OF DOWNTOWN

In any town or city, an economically dynamic, culturally vibrant downtown contributes to the prosperity and quality of life of the entire community. Downtown has an important role as a shopping and service centre, and as a generator of jobs. It also represents a large portion of a municipality's tax base, and a huge amount of public and private investment in buildings and other infrastructure. Downtown is also a prime location for social and cultural activities and can often be a marketable tourist destination, resulting in a potential increase in economic activity for the community. Just as important, a community's unique history and identity are reflected in its downtown streets, public spaces, and buildings. A well-cared-for, thriving downtown speaks of tradition, community pride and confidence in the future, sending a positive message to residents, visitors and potential investors.

## REVITALIZING DOWNTOWN - THE MAIN STREET FOURPOINT APPROACH®

Saskatchewan communities now have access to a powerful tool for restoring confidence in downtown as a place to shop, invest, work, live, and play. Delivered through the provincial government's Main Street Saskatchewan Program, the trademarked Main Street FourPoint Approach® is a community-driven revitalization strategy designed to restore downtown to its traditional role as a commercial centre, and a preferred destination for cultural, social and entertainment activities.

Rather than the quick fix of a new mega-development, or other type of large outside investment, the Main Street



Storefronts on Maple Creek's Jasper Street before rehabilitation.  
Photo credits for all photos: Maple Creek Main Street Program



Maple Creek storefronts after rehabilitation.



Approach® leverages a downtown's existing assets — historic, cultural, economic and human — to achieve successful, sustainable revitalization. To transform downtown into a compelling destination, the Main Street Approach® focuses on nurturing local independent businesses, supporting and promoting community cultural traditions, developing a distinctive downtown brand, and improving downtown's physical appearance, with an emphasis on the downtown's authentic heritage character and sense of place.

A further strength of the Main Street Approach® is its ability to mobilize community capacity and focus attention on all aspects of downtown and the revitalization process. The four points of the FourPoint Approach® refer to four areas of activity that operate together in an integrated, comprehensive fashion:

- 1. Organization** focuses on forging consensus and strengthening collaboration among all the groups — both public and private — that have a stake in the success of downtown. This includes the business community, property owners, financial institutions, municipal government, local non-governmental organizations, and the community at large. This collaboration makes it easier to work toward the common goal of downtown revitalization, and draws on a broad range of perspectives and skill sets.
- 2. Promotion** involves advertising, retail promotions, special events and branding campaigns to create a positive image of downtown as a distinctive and appealing place to visit, shop, and invest.
- 3. Economic restructuring** means strengthening downtown's economic base by attracting new businesses, and retaining and expanding existing businesses to create a retail mix that appeals to today's consumers. Improving business practices, finding new commercial uses for underutilized historic buildings, and encouraging downtown living are other key elements of boosting downtown business activity and profitability.
- 4. Design/heritage conservation** involves creating an inviting pedestrian-oriented downtown through public realm improvements, sensitive rehabilitation of heritage



Special events are a great way to promote downtown (Taste of Maple Creek, August 2015).

buildings, and compatible new construction, all of which are respectful of the downtown's history and authentic character.

#### THE MAIN STREET SASKATCHEWAN PROGRAM

This unique methodology was developed in the US in the late 1970s, where it has been used to rejuvenate historic downtowns and older neighbourhood commercial streets in more than 2,000 communities. In the 1980s, the Heritage Canada Foundation (now The National Trust for Canada) sponsored Main Street programs in dozens of communities across Canada, including Gravelbourg and Moose Jaw.

During 2011-14, the Ministry of Parks, Culture and Sport undertook a demonstration program to test the effectiveness of the Main Street Approach® in Saskatchewan communities today. During their first four years, the demonstration communities (Indian Head, Maple Creek, Prince Albert, Woleseley), saw 132 jobs created, 43 new business openings, \$4.9 million committed to historic building and streetscape improvements, and \$6.5 million in property acquisitions in their downtowns. More than 14,000 hours of volunteer time were contributed

to Main Street related activities, and community attitudes toward downtown improved markedly.

In light of the demonstration program's success, the Government of Saskatchewan launched the Main Street Saskatchewan Program in 2014. Through the program, the Ministry of Parks, Culture and Sport provides participating communities with training and coaching in the Main Street Approach®, develops and promotes a Main Street Saskatchewan brand, coordinates networking and peer-to-peer learning opportunities, and oversees the grant funding that is available to local Main Street programs.

#### BECOMING A MAIN STREET SASKATCHEWAN COMMUNITY

Communities are admitted to the Main Street Saskatchewan Program through an annual intake coordinated by the Ministry of Parks, Culture and Sport. Communities can apply to participate at one of two levels. Those that are prepared to meet the program's highest performance standards apply to the top "Accredited" level, and, if accepted, receive the full package of program benefits and services. Accredited communities must establish a volunteer board of directors, employ a paid

program coordinator, maintain a Main Street office, and assume responsibility for raising money for their program's operating expenses. Up to two Accredited communities are admitted annually through the competitive application process. There are currently six Accredited communities in the program: the cities of Humboldt, Melfort, Swift Current and Prince Albert, and the towns of Spiritwood and Maple Creek.

Communities that are interested in applying the FourPoint Approach®, but not yet ready to commit to the full Accredited standards, can apply to enter the program at the "Affiliate" level, and receive a reduced level of services. Communities at this level undertake to learn about the FourPoint Approach®, and to apply it to the extent they are able. Any number of Affiliate communities can be admitted, provided they meet certain minimum eligibility requirements. Currently, nine

Affiliate communities are participating in the program: the cities of North Battleford, Regina and Moose Jaw, and the towns of Carrot River, Redvers, Kerrobert, Nipawin, Shellbrook and Watrous.

For both tiers, the support of the local municipal government is crucial. At the Affiliate level, the municipality has to endorse the goals of the Main Street Approach® and pledge to provide such support as practicable. At the Accredited level, the municipality is expected to actively participate in the program by providing financial support, having representation on the Main Street board of directors, and instituting community planning tools that facilitate the implementation of the FourPoint Approach®.

#### DOWNTOWN'S FUTURE IS BRIGHT

Across North America, historic downtowns are experiencing a renaissance as people are increasingly attracted to the pedestrian-oriented public spaces, shopping and entertainment opportunities, and cultural attractions that downtowns can offer. Residents and visitors value the walkability, and the retail and entertainment options provided by downtown. Towns and cities that have attractive, people-friendly downtowns that offer a variety of services and amenities are finding they have a competitive advantage in attracting the innovative businesses and talented workers that spell success in today's economy. The Main Street Approach® is an effective, proven tool for capitalizing on this trend. To learn more about the Main Street Approach® and the Main Street Saskatchewan Program, visit the Ministry of Parks, Culture and Sport's website at [www.pcs.gov.sk.ca/heritage](http://www.pcs.gov.sk.ca/heritage), or contact the Heritage Conservation Branch at 306-787-2817 or [historic.places@gov.sk.ca](mailto:historic.places@gov.sk.ca).

Portions of this article previously appeared in the spring/summer 2015 edition of the Saskatchewan Professional Planners Institute Journal in an article entitled "Main Street Saskatchewan: Where Culture, Community and Commerce Meet."

The Main Street FourPoint Approach®, the Main Street Approach®, and the FourPoint Approach® are trademarks used under license from The National Trust for Canada. ■



#### imagine. include. inspire

Nature-themed play scapes, accessible designs, customized playgrounds... From concept through to completion, Blue Imp will help you achieve what you imagine.

To get started, call us at **1.877.594.0541** or visit **[www.blueimp.com](http://www.blueimp.com)**

**BLUE IMP**  
Play Strong.





# What do wetlands mean to you and your family?

Wetland conservation is vital for the well-being of all Saskatchewan families. Ask your local candidates what they will do to protect Saskatchewan's remaining wetlands.

Visit **[voteforwetlands.ca](https://voteforwetlands.ca)**

A few minutes of your time could make a world of difference.



Ducks Unlimited Canada





#### REVISED GRANT PROGRAMS

##### BUILT HERITAGE GRANT:

For designated provincial and municipal heritage properties (deadline October 1 and March 1 annually).

##### ONE-TIME COMMERCIAL HERITAGE GRANT:

For not-yet-designated commercial properties (deadline October 1 and March 1 annually).

##### ON-SITE ARCHAEOLOGY

##### AND PALEONTOLOGY RESEARCH GRANT:

For exceptional research (deadline January 15 annually).

Call 306-787-2105 or email

[Suzanne.Pambrun@gov.sk.ca](mailto:Suzanne.Pambrun@gov.sk.ca) for more information.



### Made with Recycled Rubber!

- Attractive
- Slip Resistant
- Quick Installation
- No Disruption to Business
- Covers Almost Anything
- Playgrounds
- Municipal Walkways

**1-888-786-6333**



**FER-MARC**  
equipment Ltd.

**Phone: 306-569-9041**  
**Web: [www.fer-marc.com](http://www.fer-marc.com)**  
**Email: [fermarceq@sasktel.net](mailto:fermarceq@sasktel.net)**

**DISTRIBUTORS OF MUNICIPAL,  
INDUSTRIAL & CONTRACTORS' EQUIPMENT**

**DYNAMIC CONSTRUCTION LTD.**

**Aquatic Play Features  
Activity Centres  
Waterslides**



Inspire magic, collaboration, and wonder with the Cirque Collection by Waterplay.




**CERTIFIED DEALER FOR:**  
**waterplay**  
Solutions Corp.

+1 (306) 221.0557 | [reg.dynamic@sasktel.net](mailto:reg.dynamic@sasktel.net)  
[www.dynamicconstructionltd.com](http://www.dynamicconstructionltd.com)



# Supporting small business in your community

Square One: Saskatchewan's Business Resource Centre

Small business is big business in Saskatchewan. According to the Saskatchewan Ministry of Finance, small businesses (businesses with fewer than 50 employees) account for more than 98 per cent of more than 148,000 business enterprises in the province. Entrepreneurs create new businesses, and these new businesses create jobs, encourage competition, and may even increase productivity through technological innovation and change. So, there's no question that entrepreneurship is good for economic growth. However, Industry Canada tells us that only half of small- and medium-sized businesses make it to their fifth birthday, while 15 per cent don't last a year. So how can local municipalities ensure this vital economic sector continues to grow?

The first step is knowing what resources are available to entrepreneurs. The Government of Canada offers a variety of information online to help businesses start or grow. Most notably, the Canada Business Network ([www.canadabusiness.ca](http://www.canadabusiness.ca)) provides information tailored by sector and by province. But how do you respond when someone comes into your municipal office and asks these questions:

- "I would like to start a new business. What should I do first?"
- "My business wants to expand. Can you help me?"
- "As a business owner in this town, can you help me with information about who my customers are?"
- "What new businesses do we need in our community?"

These are all relevant and valid questions that entrepreneurs have likely approached you for more information on. The answer is as simple as pointing them in the right direction. The Canada Business Network has offices in every province to help answer those questions. Square One: Saskatchewan's Business Resource Centre

is here to assist entrepreneurs from across the province by providing the information they need to make informed decisions.

A lot of entrepreneurs struggle to get current, relevant and customized information when they are considering starting their own business. "If you are looking to start a business in Saskatchewan, start at Square One," says **DonnaLyn Thorsteinson**, Senior Director at Square One. "Often people need that one place to start that will give them some guidance and inspiration without a huge cost or other barriers. We strive to be that for Saskatchewan with our personalized and friendly service."

Anyone starting a business should create a business plan. This plan will allow them to investigate the profitability and need for their particular product or service. Square One can provide business plan templates, as well as sample business plans by sector, competitor listings, demographic and expenditure reports by geographic area, and industry and

economic profiles by region — all tailored to their individual needs. For example, if someone is looking to open a bakery in your community, Square One can create a report that identifies the expenditures per household for different baked goods such as bread, cupcakes, and donuts. They can also provide a list of all other bakeries in a particular area. Understanding your market is a key component of the business plan.

Once an entrepreneur has decided their business is feasible and they are going to move forward with it, there are many steps to be taken. Square One has developed a start-up checklist, which addresses things such as business registration, licenses and permits, tax requirements, employment standards, and financing. Business owners should use checklists like this to ensure they have taken the necessary and appropriate steps in setting up their business. The City of Saskatoon includes the Square One checklist in its *Business Start-Up Guide*, which is available in print and online.



The same list can be made available to your municipality as well.

The next step in helping entrepreneurs is to ensure that their business is registered. Businesses need to register with different orders of government for different reasons. Before an entrepreneur can apply for a municipal business license, it is important that they register their business name provincially first. In almost all cases, a business name must be registered. Square One assists with business name registration and renewal before referring entrepreneurs to their local municipal office for information on civic licenses and permits.

Supporting entrepreneurship in your community doesn't end after a business is registered. There are questions that arise throughout each stage of the business. Whether starting or expanding, the SKBIZGRID ([www.squareonesask.ca/skbizgrid](http://www.squareonesask.ca/skbizgrid)) is a directory of resources found across the province that specialize in helping small business. It lists organizations, networks, programs and information that will aid small business from start-up to succession; this is a part of Square One's pathfinding services. Entrepreneurs can also access lawyers, accountants, business plan consultants, branding and advertising advisors, and more through the Guest Advisor Program in a confidential one-on-one setting.

If a new or potential business owner comes to you for any of these services, Square One can help them:

- Assistance with name search and business registration process
- Sources of funding options, depending on demographics, location, and business type
- Sample business plans
- Customizable market research, including demographic and expenditure reports, competitive analysis, performance reports, and industry and economic profiles by region
- Access to Guest Advisors (legal, accounting, human resources, trade and export, business planning, revenue planning, branding and advertising, and insurance)
- Pathfinding to other businesses and organizations applicable to the needs of our clients

The Square One office is in Saskatoon, but provides assistance to entrepreneurs across Saskatchewan. There are walk-in assisted services, a province-wide toll-free



telephone inquiry service, and email. Square One works with and supports a network of regional partners geared to the provision of business services in Saskatchewan, ensuring that all small business owners have access to what government has to offer. Municipalities are welcome to share Square One information with those looking to start or expand a business in Saskatchewan. Together, we can ensure that Saskatchewan continues to be a strong and vibrant community that supports entrepreneurs and small and medium sized enterprises.

If you have any questions, or would like more information, please contact them at [info@squareonesask.ca](mailto:info@squareonesask.ca) or call 1-888-576-4444. Through partnerships we all contribute to the growth and success of our communities and our province. Square One is part of the Saskatoon Regional Economic Development Authority, and works with Economic Development Regina. The program is funded by Western Economic Diversification and is a member of the Canada Business Network. For more information, please visit our website at [www.squareonesask.ca](http://www.squareonesask.ca). ■





Pipe & Manhole



Precast



Masonry



Roadways / Plazas



**Expocrete**  
an Oldcastle® company

From sanitary and storm utilities to roadways - reliability, safety and integrity are built into every project, making our solutions the preferred choice among municipalities throughout Saskatchewan.

What you can expect:

- Project management throughout the entire life-cycle of your project
- Industry expertise and best of breed products
- A diverse product line that offers design flexibility
- Outstanding product quality coupled with on-time delivery

# Developing a Systems Approach to Entrepreneurship

Verona Thibault, Executive Director, Saskatchewan Economic Development Association (SEDA)

It is well accepted that relationships are essential to advancing any kind of economic development goal. We acknowledge that building these relationships throughout a region is a process that requires an investment of time and energy on the part of elected officials, staff, and engaged volunteers. A regional Entrepreneurship Development System (EDS) approach has the potential to provide long-term return on investment to municipalities by combining regional collaboration with a systems approach to entrepreneurship as a foundational economic development strategy.

The core premise of an EDS is to ensure a set of entrepreneurship services (many of which may already exist in a region) are brought together to fulfill a set of objectives, and in doing so, operate by a set of common principles.

The concept and piloting of the EDS approach took place within a number of rural regions in the United States and emerged from the work of leading practitioners in economic development. These thought leaders included: the Rural Policy Research Institute,



Professor **Tom Lyons** of Baruch College, **Gregg Lichtenstein** of Collaborative Strategies, and the Corporation for Enterprise Development (CFED).

## SASKATCHEWAN ADAPTATION

SEDA is very pleased to be working with the Aboriginal Business Service

Network (ABSN) to pilot this regional systems approach. The Mid Sask Municipal Alliance (MSMA) — which includes the RMs of LeRoy, Morris, Prairie Rose and Usborne, the towns of Lanigan, LeRoy, Nokomis, Watrous and Watson, the Resort Village of Mainitou Beach, the villages of Drake





and Jansen, and the City of Humboldt — has agreed to champion this initiative, with SEDA and ABSN facilitating the process.

An effective entrepreneurship development system integrates a wide range of programs, and tailors products and services to meet the diverse needs of entrepreneurs. It should be comprehensive, flexible, culturally sensitive and integrated, and should require service providers to collaborate rather than operate independently or in isolation.

#### KEY COMPONENTS AND ACTION AREAS

Each regional EDS will be uniquely shaped by a set of givens. These include the economic and social conditions in the region that typically reflect both challenges and opportunity. The givens also include the institutional capacities that already exist to support entrepreneurial development, and the history, or lack of history, of a broad array of regional stakeholders working together.

Nine basic action areas frame the system:

##### 1. Build on Existing Entrepreneurial Assets

Successful economic development strategies seek to maximize available assets (human, natural, financial, political, quality of place). Many places may not have significant assets from which to build, but they can leverage assets located in neighboring areas (colleges, large employment centers, significant tourist attractions) to support local growth.

Identifying niche opportunities naturally flows from this process of asset mapping. Watching closely for opportunities for business or market expansion from within the existing business base is also key to making the most of regional assets. Communities that are talking to industry on an ongoing basis have a strategic advantage in terms of supporting diversification and investment attraction.

Working with existing businesses to improve the breadth and depth of products and services — and competitiveness of business operations — is also part of this equation.

##### 2. Create Entrepreneur-Friendly Communities

Evaluating strengths/weaknesses at a community level and increasing a state of business readiness is essential. This ranges from basic planning and zoning to investing in resources that encourage, nurture, and raise the profile of entrepreneurs.

##### 3. Coordinate Relevant Organizations

Key services that a region will need to provide include: generic technical assistance (one-on-one) and training (for groups); network building; project development and coordination; and

access to capital. Coordination of service providers with a communication and referral system that supports a philosophy of 'no wrong door' is recommended.

##### 4. Create a Culture of Innovation

Providing opportunities for entrepreneurs to leverage their creativity to enhance business success is the underlying objective.

##### 5. Network Businesses in Clusters

Group sets of businesses serving the same market to provide highly targeted sector specific assistance.

COMMUNITIES THAT ARE TALKING TO  
INDUSTRY ON AN ONGOING BASIS HAVE  
A **STRATEGIC ADVANTAGE** IN TERMS  
OF SUPPORTING DIVERSIFICATION AND  
INVESTMENT ATTRACTION.

# PRE-CON LIMITED

PRECAST CONCRETE PRODUCTS

*Serving Saskatchewan Since 1988*

Septic Tanks, Cisterns, Steps, Blocks, Planters,  
Parking Curbs, Barriers, Bin Barriers, Custom Arch,  
Structural, Catch Basin, Sump, Dykes, Burial Vaults,  
Memorial, Electrical Boxes, Bases, Fence/Soundwalls,  
Sandwich Wall Panels, Retaining Wall Block,  
Storm & Sanitary Manholes

T: 306-931-9229 • F: 306-931-4447  
3320 Idylwyld Drive N, Saskatoon, SK

*For more information, visit us online at*  
**[www.preconltd.ca](http://www.preconltd.ca)**

## 6. Organize Projects to Develop and Support the Entrepreneurship System

Identify unmet needs and gaps and convene leadership to develop solutions.

## 7. Entrepreneurship Education

Integrating entrepreneurship concepts into school curricula (K-12), preferably using experiential learning techniques, is a key component of the EDS approach along

with facilitating student created enterprises as after-school and out-of-school activities. Entrepreneurship integrated at post-secondary education institutions, and adult entrepreneurship training and technical assistance are also part of the system.

## 8. Access to Networks

A Regional Entrepreneurship Network is the set of entrepreneurs, organizations, and residents working together to make

sure that entrepreneurs, especially those who have traditionally been left out of the economy, get the support they need to start up and flourish. To be effective, the network must be driven by the region's entrepreneurs and their needs.

## 9. Seek Continuous Improvement

Monitor, evaluate, and prioritize issues that need to be addressed by policy or project development.

## GUIDING PRINCIPLES

We advocate use of the following set of guiding principles when building an EDS. They have the potential to ensure it is effective and wide reaching.

- Entrepreneur focused – driven by the true needs of entrepreneurs.
- Inclusive – of all types of entrepreneurial talent; of under-represented populations and communities; of all types of organizational leadership.
- Asset based – building on the region's assets.
- Collaborative –
  - leadership across private, public and non-profit sectors and
  - engagement of service providers.
- Comprehensive and integrated – addressing key system components and integrating entrepreneurship into other aspects of the regional economy.
- Community-based, but regionally focused – rooted in communities, but connected to the resources of a region.
- Sustainable over time – if entrepreneurship development is a long-term strategy, the system must be sustainable over time as well.
- Continuously improving – articulating and measuring outcomes that reflect the goals of the EDS, and being flexible enough to revamp, retool and rethink the practice while moving forward.

As the MSMA moves forward with this initiative, we encourage other inter-municipal groups in the province to also consider the EDS approach. For more information, please contact Celine Favreau, Director of Operations and Planning, MSMA at 306-946-9000 or the SEDA office at 306-384-5817. ■



Photo: Greg Huzar

# Safety

## IS IT YOUR MISSION?

The recognition from the Safe Employer Award has meant a lot for us and our business. We all look out for each other, but you don't always notice when there aren't incidents. This award validates the hard work that goes into our safety program.

Jason Hrywkiw  
2015 Safe Employer Winner  
RH Electric

Proud of your safety success?  
Know an inspirational Safe Worker?

Apply for the 2017 WorkSafe Saskatchewan Safe Worker and Safe Employer Awards at [www.worksafesask.ca](http://www.worksafesask.ca)





# Delivering responsibly

## Real-time railcar and train content for first responders

More than 1,600 first responders along CN's rail network use the **AskRail™** app on their mobile devices to look up real-time information about the contents of railcars and trains in their communities.

### Benefits of AskRail™

- Access real-time data about contents of railcars
- Search to see whether a train is carrying dangerous goods
- View railroad emergency contact information

Have your community emergency responders sign up for **AskRail™** by emailing [askrail@cn.ca](mailto:askrail@cn.ca).



Public inquiry line  
1-888-888-5909

**CN**  
[www.cn.ca](http://www.cn.ca)

# Destination Marketing Programs: Where to start and how they can help

Regina Hotel Association

Ten years ago, a small group of visionary hoteliers in Regina decided to put a percentage of their guest room sales revenue into a marketing investment fund. Administered by the Regina Hotel Association (RHA), this fund is often referred to as a Destination Marketing Fund (DMF) or Destination Marketing Program (DMP).

As the tourism industry in Regina continues to evolve, the DMP has progressed to ensure continued value to hotel investors. Today, this targeted investment fund is set up as a funding conduit to generate more hotel room night stays that will ultimately lead to increased on tourism visitation and spending within Regina. "Our DMP has a very focused purpose," said Tracy Fahlman, CEO of the RHA. "It's to deliver a measureable return on investment (hotel room sales) and that

achievement has sustained and grown our DMP over the past 10 years."

The RHA's DMP champions both private and public sector partners that share these same goals. Member hotels currently remit three per cent of their guest room sales revenue to the DMP. It is then invested in enhanced destination marketing initiatives, event/convention sponsorships and event infrastructure.

## WHAT YOU CAN DO WITH A DMP

### Enhanced Destination Marketing

Today, the RHA invests more than \$1 million a year to support the destination marketing efforts of its partners. Economic Development Regina Inc. (Tourism Regina), Conventions Regina, and Events Regina promote Regina as the best destination in Canada to host national and international events

and conventions. The RHA is the second largest funder of Economic Development Regina Inc. (after the City of Regina) and further supports their efforts to enhance visitor services and economic development initiatives. The RHA also funds 100 per cent of the marketing efforts of Conventions Regina and Events Regina to promote the city both nationally and internationally.

### Event/Convention Sponsorships

The RHA sponsors events that generate hotel occupancy, support economic growth, and enhance residents' experiences within the local community. They focus their investments in local event start-ups — such as Saskatchewan Fashion Week — and growth of existing events including local hockey tournaments. They also help local organizations acquire and host new events in Regina through sponsorship.

In 2016, the RHA will sponsor more than 60 events/conventions including the World Broomball Championships, Canadian Chamber of Commerce Conference and the International Square Dancing Jubilee. These events are estimated to generate more than 76,000 room nights for member hotels, provide a platform for local volunteer opportunities, and share the many great aspects of the city with visitors from around the world.

The RHA recently launched the Event of Events Competition ([eventofevents.ca](http://eventofevents.ca)), another example of how the DMP is supporting the creation of new events and growth of existing events for Regina. More than 30 individuals and organizations have entered the competition for a chance to win a \$20,000 sponsorship, with a mentorship component, to help turn their dream event idea into a reality. Set to be filmed as a series of webisodes, contestants will pitch their event idea to a panel of judges and receive expert

THE RHA SPONSORS EVENTS THAT GENERATE HOTEL OCCUPANCY, SUPPORT ECONOMIC GROWTH, AND ENHANCE RESIDENTS' EXPERIENCES WITHIN THE LOCAL COMMUNITY.





advice from some of the city's leading event champions. The webisodes will air in the spring of 2016 and the winner will be announced in June.

### Event Infrastructure

As municipal resources are limited, the successful growth of the DMP has provided the RHA with the opportunity to expand its investment portfolio into other areas. This includes helping community and government partners to build event infrastructure. The RHA helped fund the construction of the Finishing Line Facility in Wascana Park, as well as notable improvements to the North Regina Little League's diamond and new clubhouse. These two investments are not only supporting local community sporting groups, they are now drawing national and international events into the city. For example, Regina will host the Canadian Rowing Masters Championships on Wascana Lake in the summer of 2016.

In 2015, the RHA joined the City of Regina, provincial and federal governments, and Canadian Western Agribition to fund the construction of a new international trade centre. This \$3 million investment will help strengthen Regina as a national and international convention and tradeshow destination. The international trade centre is scheduled to open in November 2017.

### HOW TO START YOUR OWN DMP

#### Be Accountable to your Investors and True to your Community.

It's important to note that every Canadian community with a successful DMP has custom tailored their investment strategy to ensure their investors receive a return on investment. Furthermore, they embrace their strengths and uniqueness to differentiate from other communities. For example, in Moose Jaw, a number of hotels partnered with Mosaic Place in 2014 to create a DMP, and they have successfully become a great concert and event destination in Saskatchewan. You can even make the plan work in small and resort communities: In Waskesiu, select hotels, restaurants, and tourism attractions partnered in 2009 to create their DMP. Waskesiu's DMP is invested in promoting the area's amazing outdoor experiences with a campaign to 'Get out of the city and into the wild.' They have

successfully drawn thousands of adventure seekers into their region.

Every model is different, with each striving to have a positive tourism impact in the communities where they do business.

Since 2006, the number of hotels participating in the RHA's DMP has increased by 40 per cent. The RHA fosters business opportunities for members through investments that support event/convention acquisition, start up, growth and retention, generating 10-15 per cent of RHA member's

annual occupancy. The funds administered through the RHA's DMP serve as a means of cultivating ongoing prosperity by investing in the future of Regina, while employing creative and result-based marketing efforts to sell Regina as the best event hosting destination in Canada.

*The RHA is a not-for-profit organization representing almost 3,000 guest rooms in 21 hotels that employ over 1,500 people in Regina.* ■

## HANDY HITCH MANUFACTURING INC.



#### HANDY HITCH MANUFACTURING INC.

1179 Kapelus Drive  
Winnipeg, MB Canada R4A 5A8  
Toll Free: (800) 665-2490  
Fax: (204) 661-5338  
Email: [dwallwin@rancangroup.com](mailto:dwallwin@rancangroup.com)

**PROUDLY MADE IN CANADA**

**HANDY HITCH**™



[www.handyhitch.com](http://www.handyhitch.com)

# Making the Most of Tourism

## Tourism Saskatchewan

Saskatchewan is a province of contrasts, from the buttes and plains of the south to the rolling parkland hills and northern forests broken up by glassy lakes and swift rivers. Charming, cosmopolitan cities featuring vibrant culinary and nightlife scenes sit among a constellation of welcoming towns, resort villages, and recreation areas.

Tourism is an important player in the Saskatchewan economy. The most recent data show that tourism generates \$2.15 billion annually in travel expenditures. More than 12.5 million in visits are made to and within the province. Saskatchewan residents make more than 70 per cent of overnight or longer visits, accounting for 55 per cent of expenditures. Other Canadians account for 25 per cent of overnight or longer visits with 32 per cent of expenditures, while international visitors — largely from the United States — make up the remainder, with four per cent of the visits and 13 per cent of expenditures.

Unlike many industries that cluster around a single centre or region, the tourism industry can be found all over the province. Saskatchewan's tourism sector is 95 per cent small- or medium-

sized businesses, and nearly 80 per cent of those 3,400 businesses are located in communities other than Regina or Saskatoon. Just over half of the tourism employment in the province can be found in these areas.

Although the Cypress Hills Destination Area Inc. (CHDA) encompasses Grasslands National Park and Cypress Hills Interprovincial Park, the organization also counts the municipalities of Gull Lake, Eastend, and Shaunavon as members. Director **Gail Kessler** can see first-hand that developing a tourism market can produce significant results. "We work with member businesses and municipalities... I for one can see a huge difference in places where we have memberships in both businesses and municipalities."

Kessler noted that tourism can promote the creation of new businesses that capitalize on increased visitor traffic. "What tourism does for a municipality overall is not only bring new people to the town, but it also inspires new businesses. Instead of a town of 600 people relying on the population in the surrounding trade area to support the business, you're going to see more people come to you because you're bringing tourists in.

That is a huge economic advantage to attract new businesses.

"A case in point is a brand new toy store in Maple Creek called Cowtown Kids," Kessler said. "A toy store is not necessarily a tourism-oriented business, but they understand that ... people used to drive past Maple Creek, and now a huge number of them are starting to come into the town.... Those people come and they buy dinner, they go shopping and they spend some money in the community."

For tourism operators in remote areas, particularly in northern Saskatchewan, a different set of challenges arise. "Isolation is a major factor," **Ric Driediger**, owner of Churchill River Canoe Outfitters, said. "When something breaks, you can't just run down to the store to get a replacement." Driediger believes that both municipalities and tourism businesses have work to do overcome these challenges. "Both sides need to ask, how can we work together to make something that's really good for the communities and really good for the north."

Events can also boost tourism.

**Shann Gowan**, artistic director of the SaskPower Windscape Kite Festival in Swift Current, acknowledged the role that the City of Swift Current plays in making the festival possible. "The city has been a major partner throughout the entire process. They provide lots of services for the festival. They've been instrumental; I couldn't have done it without them, and I probably still couldn't do it without their assistance. It's good for Swift Current and I think they recognize that. It's been a great partnership."

With about 50 per cent of the visitors coming from outside Swift Current, the city also benefits from the economic activity generated by the event. "The festival brings in about \$1.1 million in tourism spending over that (June 25-26) weekend, and the money that goes back into the community has become quite substantial," Gowan said. "I believe the festival improves the quality of life for the city's citizens. It's a fun, free weekend to

THE MOST RECENT DATA SHOW THAT  
**TOURISM GENERATES \$2.15 BILLION**  
ANNUALLY IN TRAVEL EXPENDITURES.



**Choose Airmaster for your  
trusted & proven Saskatchewan  
signage supplier.**

 **AirmasterSigns** 1.800.788.6805 [Airmastersigns.com](http://Airmastersigns.com)



get out into the environment and hang out with your family.”

“I think it’s made us proud that we have lots of wind,” Gowan said with a laugh. “We’ve taken something that we sometimes consider a negative and turned it into something that defines us and makes us special.”

Tourism Saskatchewan offers a number of resources for communities seeking to develop their tourism markets. Visit [industrymatters.com/tourism-development/tourism-planning](http://industrymatters.com/tourism-development/tourism-planning) to download your *Community Tourism Planning Guide*. For a printed copy of the Guide, contact Tourism Saskatchewan toll-free at 1-877-237-2273.

For more information on the Event Hosting Program, visit [industrymatters.com/event-hosting-program](http://industrymatters.com/event-hosting-program). The next application deadline is September 30, 2016. To find out more about education and training products form the Saskatchewan Tourism and Education Council (STEC), including Service Best and emerit programs, visit [industrymatters.com/stec](http://industrymatters.com/stec). ■



The SaskPower Windscape Kite Festival in Swift Current.  
(Photo credit: Tourism Saskatchewan)



- SAMA will be hosting its Annual Meeting on **April 26, 2016 at the Saskatoon Inn**. The Annual Meeting is an opportunity for local governments to meet and discuss assessment policy and consider strategies for the future. Similar to 2015, SAMA has partnered with the Province of Saskatchewan Ministry of Government Relations to offer a half day training session specifically geared to administrators on April 25, the day before SAMA's Annual Meeting. Check our website ([www.sama.sk.ca](http://www.sama.sk.ca)) for more information on SAMA's Annual Meeting.
- SAMA has completed and implemented phase one of our multi-phase Technology Infrastructure (TI) Program, which saw upgrades to the interface of SAMA's internal computer system. The resulting efficiency gains are expected to improve our ability to complete maintenance in a more timely fashion in 2016, and begin to increase our capacity to conduct property reinspections going forward. For more information on the TI Program, please visit SAMA's website at [www.sama.sk.ca](http://www.sama.sk.ca).
- SAMA conducts revaluations based on a four-year cycle. 2013 was the year of the last revaluation, and in 2017 assessed values will be updated to reflect a new base date of January 1, 2015. To ensure that all parties have time to examine the assessment shifts and make tax policy decisions prior to 2017, assessment trends will be communicated to Government Relations on or before April 1, 2016, and to our client municipalities by July 1, 2016.
- For more information on SAMA or Saskatchewan's assessment system please visit our website at [www.sama.sk.ca](http://www.sama.sk.ca).

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

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

  
**COMMERCIAL POOL**  
and Recreational Products

**1-888-523-9274 | [www.cp-rp.com](http://www.cp-rp.com)**



# A valuable economic generator for Regina and southern Saskatchewan

Kari Dean, Director of Communications, Regina Airport Authority Inc.

**T**he Regina International Airport (YQR™) is managed and operated by the Regina Airport Authority, a Canadian self-financing corporation serving southern Saskatchewan. YQR™ is independent of rural and urban municipalities. It maintains its infrastructure, roads and services itself, and currently pays approximately \$1.15 million per year to the city of Regina by way of a passenger tax in lieu of municipal taxation.

*Vision: A sustainable and customer service focused gateway airport that enhances economic growth and access to Regina and southern Saskatchewan.*

The vision at Regina Airport Authority provides clear direction of the importance and the significance that our airport has on our community — more specifically the airport's role as a valuable economic generator.

Regina Airport Authority in cooperation with RP Erickson & Associates, Aviation Consultants of Calgary, conducted economic impact studies of YQR™ based

on 2008 and 2012 data. In both studies the results confirmed the significant economic impact of the operation of YQR™ on the city of Regina and southern Saskatchewan. The most recent data analysis in 2013 (2012 data) indicated on an annual basis, YQR™ generates close to three quarters of a billion dollars of Gross Domestic Product (GDP) activity, eight per cent of the total Regina GDP.

To further illustrate, the impact is reported in terms of full-time equivalents (FTEs), labour income, and value-added



GDP. Direct, indirect, and induced forms of activity have been considered. Table 1 shows the results from the 2012 study.

YQR™ is an economic engine for Regina and southern Saskatchewan, generating hundreds of millions of dollars in local economic activity while providing one of the largest employment generators in the region. YQR™ is one of the Top 10 Centres of Employment in the Regina area.

A new study will be conducted in 2016, based on 2015 data, with expectations of more than a billion dollars generated in GDP activity.

To further demonstrate the economic impact and significance of air service at YQR™, each time a B737 lands and takes off at YQR™ it supports \$61,000 of annual labour income and \$164,000 of GDP activity. A Bombardier Q400 similarly supports \$35,000 of annual labour income and \$94,000 of GDP activity. Each 1,000 passengers at YQR™ supports approximately 5.1 full time jobs, \$233,000 of annual labour income, and \$629,000 of GDP activity. Clearly, every flight into and out of YQR™ adds significant value in the community.

As YQR™ prepares for future terminal expansion plans, groundwork can already be seen with the completion of the ground-side multi-tenant facility in 2015 and current work on the airside multi-tenant facility. Both of these facilities will assist with operational efficiency and are essential preparatory works.



**TABLE 1:** Economic Impact Study of Regina International Airport

	FTEs	Labour Income	Total GDP
<b>Direct Impact</b>	3,296	\$128 million	\$321 million
<b>Total Impact</b>	6,029	\$276 million	\$746 million

Inside the air terminal building, additional and expanded food service options (before and after security, and main-floor locations), expanded post-security retail services, and improvements within our arrivals hall have been completed to enhance the overall passenger experience. In addition to the consideration of terminal expansion, YQR™ remains steady and poised for the future with airside land development and other pre-expansion activities.

YQR™ continues to grow and affirm its status as a positive and essential component of the economy of Regina and southern Saskatchewan, contributing as it does both directly and indirectly to employment and economic development in the region. With growth and expansion on the horizon over the next few years, YQR™ will continue to plan and explore opportunities that will increase the airport's already important economic footprint in Regina and southern Saskatchewan catchment area and community. ■

## new to the Associated Engineering team!



### Nancy Inglis, P.Eng., PMP, Division Manager, Transportation Services:

A civil engineer with broad infrastructure experience, Nancy enjoys working with our public and private sector clients to plan, develop, and maintain the infrastructure that both supports their needs and protects the environment.

"With her enthusiasm and leadership, Nancy brings innovative, value based solutions to the communities, industries, and ministries she serves," advises Bert Munro, Vice President & General Manager of Associated Engineering's Saskatchewan and Manitoba operations.

Nancy says, "I am passionate about delivery of quality engineering and exceeding expectations in our client relationships. I very much enjoy the experience every new project brings and new opportunities to showcase our very talented staff."

Contact Nancy at [inglisn@ae.ca](mailto:inglisn@ae.ca) or call her at 306-721-2466.



Associated  
Engineering

GLOBAL PERSPECTIVE.  
LOCAL FOCUS.

[www.ae.ca](http://www.ae.ca)



# EXTEND NATURE'S WARRANTY. RECYCLE YOUR ELECTRONICS.

Committing to our planet's future means properly recycling our electronics of the past. That's why EPRA works to keep over 15 million devices out of Canadian landfills every year through convenient and regulated e-recycling programs. Plus, recovered materials go back into the manufacturing supply chain so that fewer natural resources are required.

## What can be recycled?



DESKTOP COMPUTERS



PORTABLE COMPUTERS



COMPUTER PERIPHERALS



DESKTOP PRINTERS



DISPLAY DEVICES



PERSONAL OR PORTABLE AUDIO/VIDEO SYSTEMS



VEHICLE AUDIO/VIDEO SYSTEMS (AFTERMARKET)



HOME THEATRE IN A BOX



HOME AUDIO/VIDEO SYSTEMS



NON-CELLULAR TELEPHONES

Find out how and where to safely and securely recycle your electronics now at: [recycleMYelectronics.ca/sk](http://recycleMYelectronics.ca/sk). Nature's warranty is counting on it.

*This program is funded through Environmental Handling Fees that are applicable to new electronic products sold in the province.*



From field to finish, we've got you covered.

Contact us to get your customized solutions today.



[cansel.ca](http://cansel.ca)  
1.888.222.6735  
[marketing@cansel.ca](mailto:marketing@cansel.ca)



SURVEY | MAPPING | AUTODESK | WIDE-FORMAT | GENERAL LINE CONSTRUCTION | PROFESSIONAL SERVICES



**Adapt. Inspire. Motivate.**  
**What's your AIM?**

# Convention 2016 *Recap*

# Convention 2016

## *Recap*



SUMA's 111<sup>th</sup> Annual Convention was four jam-packed days at Regina's Queensbury Convention Centre. There was lots to see and do, and plenty to consider, especially with the theme being *Adapt. Inspire. Motivate. What's your AIM?*



### Sunday, January 31, 2016

Things kicked off on Sunday afternoon with a series of education sessions. The day's sub-theme, *Adapting to a Changing World*, was reflected in sessions such as 'Keeping Council out of Conflict,' 'How your Fire Service Affects Property Insurance,' 'Property Assessment 201,' and others.

Sunday evening saw delegates enjoy a farewell to Taylor Field. Attendees got a behind-the-scenes glimpse at the stadium before the Roughriders move into the new stadium in 2017. Singer **Amy Nelson** entertained the audience, while Rider veterans **Don Narcisse** and **Matt Dominguez** signed autographs and people snapped photos in the dressing room.





## Monday, February 1, 2016

SUMA's two-day Municipal Marketplace Tradeshow opened its doors at 8:00 a.m. with exhibits displaying their wares until 3:00 p.m.

With the day's sub-theme being *Inspiring through Leadership*, things got underway with Convention Chair **Dawn Luhnig** starting the Official Opening Ceremonies at 9:00 a.m. Mayor **Michael Fougere** brought greetings from the City of Regina, welcoming delegates to the city and to Treaty 4 territory.

Vice Chief **Robert Merasty** then brought greetings from the Federation of Saskatchewan Indian Nations, saying that First Nations are anxious to work with all orders of government and private companies in a serious and productive partnership.

**Tom Williams** represented major sponsor Walker Products and wished delegates well at their annual gathering.

SUMA President **Debra Button** then addressed delegates. President Button said Convention was an excellent opportunity

to grow and take aim as leaders. She also reminded the audience what SUMA means to their communities, highlighting cost-savings through SUMA Advantage, legal consulting, education, and how busy SUMA was in 2015. Highlights from 2015 included:

- successful protection of the revenue sharing program;
- first-ever stand-alone Town Sector meeting;
- new boundary alteration compensation guidelines;
- federal election advocacy efforts; and
- work on conflict of interest legislation and on the ombudsman.

Looking forward to 2016, President Button mentioned working on whistleblower legislation for municipal officials and employees, a Village Sector Meeting, touring newly elected workshops after the municipal elections, and the importance of the 2016 census. President Button concluded her address with a rallying cry for the upcoming year and, specifically, the Convention over the next three days.



# Nilexians have landed in Saskatoon... and we're here to help!



**New Location Open March 1<sup>st</sup>**  
*Local inventory to serve you better*

- Geogrids
- Geotextiles
- Geomembranes
- Geosynthetics



4, 3003 Millar Avenue  
Saskatoon, SK S7K 6G5  
306.491.4907 | sask@nilex.com



**Smart. Choice.**  
nilex.com | 800.667.4811

ROADS & RAIL | MSE WALLS & SLOPES | EROSION & SEDIMENT CONTROL | WATER MANAGEMENT | CONTAINMENT

## **WATER PROBLEMS?**

• CITIES • TOWNS • VILLAGES • FARMS • ACREAGES • FIRST NATIONS RESERVES •

- **CUSTOM DESIGNED & ENGINEERED WATER PURIFICATION SYSTEMS**
- **ELECTRICAL**
- **MECHANICAL**
- **CONTRACTING**
- **FINANCING AVAILABLE**
- **PLC - AUTOMATION - SCADA**



Reverse Osmosis / Nano Filtration / Ultra Filtration (up to 1,000,000 GPD)



Greensand Plus Filtration



Arsenic Filtration



Biological Filtration



Serving Canadians Coast to Coast since 1983



sales@thewaterclinic.com

www.thewaterclinic.com







Next on the dais was Federation of Canadian Municipalities President **Raymond Louie**, who hailed the City of Regina for its partnership in the FCM's Climate Protection Program. He went on to say that 2015's federal election was pivotal to municipalities and that the message brought forth by municipalities during the campaign was, indeed, heard loud and clear. He also specifically praised SUMA's work during the election campaign. However, Louie said the work has just begun and the new government's promises must now be put into action. He feels the 2016 federal budget is critical and FCM has briefed ministers on FCM's priorities, specifically relating to infrastructure. Louie wrapped up by congratulating the Town of Battleford for being named recipient of FCM's Canada by the Book Program for 2016.

**Mike Marsh**, President of SaskPower, was next to address delegates and stated the development of cleaner electricity is paramount to growth in Saskatchewan. He cited SaskPower's Carbon Capture Program, and referenced the corporation's goal of doubling its percentage of renewable power in the province by 2030 through wind, solar, hydro, and geothermal power.

Delegates were next treated to an address by Premier **Brad Wall**, who lamented the recent tragedy in La Loche and saluted the "quiet, reflective leadership" following the sad event.

Noting last year's forest fires cost the province \$100 million, the Premier segued into the current state of the economy, stating there were some tough challenges ahead including revenue shortfalls, and there is little room for more government cuts and expenditures. Though the main story out of the speech was the announcement of an expected deficit budget, municipal leaders also heard the Premier call the revenue sharing promise a solemn one. This provoked hearty applause from delegates. He also promised that if the federal government came through with dollars for water and wastewater infrastructure, the province would be there to support those projects too.

To send delegates off to their lunch break, Saskatchewan *in motion* provided an upbeat presentation and flashmob. Did you know that, during a typical work week, Saskatchewan children spend six hours a day in front of a screen — and that number jumps to nine hours per day on weekends? The message was to encourage our youth to get outdoors and become active, and it resonated with the audience.

Monday afternoon was devoted to sector meetings, tradeshow viewing, and education sessions. The evening boasted a Hospitality Night at the DoubleTree by Hilton.




## culture days

**CREATE, PARTICIPATE & CELEBRATE**  
**September 29, October 1-2, 2016**

Culture Days is a collaborative pan-Canadian volunteer movement to raise the awareness, accessibility, participation and engagement by all people in the cultural life of their communities.

**For more information visit [CultureDays.ca](http://CultureDays.ca)**

**Sask Culture**  
FUNDING PROVIDED BY

Saskatchewan  
**LOTTERIES**

[www.SaskCulture.ca](http://www.SaskCulture.ca)  
 f /SaskCulture @SaskCulture



## Tuesday, February 2, 2016

This day's sub-theme was *Motivating your Municipality*.

SaskWater President **Doug Matthies** began the morning agenda by introducing the keynote speaker, journalist and author **Chantal Hébert**. Delegates were transfixed; after all, they had waited an entire year to hear what Hébert had to say about our country's national scene. She didn't disappoint, avowing that Canada's new parliament is one of the healthier ones in history due to its regional representation. (In a unique situation, every major political party has representation in Quebec.) She also feels there is a lot of stability at the federal-provincial table with the new government voicing hopes for cooperation rather than confrontation.

Hébert cautioned the audience, though, on the first rule of Ottawa: Don't believe everything you see, hear or read about the national stage, because nothing is exactly as it appears.

She then waded into the pipeline debate, which is actually two debates on two different pipelines: the Kinder-Morgan pipeline expansion in Alberta and BC, and the Energy East pipeline through Alberta, Saskatchewan, Manitoba, Ontario, Quebec and New Brunswick. Mayors from Vancouver and Burnaby have been most vocal about their opposition to the Kinder-Morgan plan to triple its existing pipeline's capacity, while mayors in Montreal and Laval have been just as adamant against the Energy East pipeline. In both ends of the country the issue is potential spills – how they will be prevented and how they will be immediately mitigated should, in fact, they occur. Hébert said mayors were leading the charge because “if such catastrophes strike, the mayors and their citizens are the first casualties.”

Hébert ended her presentation with a lively question and answer session that proved most entertaining and informative. Was the 12-month wait worth it? Absolutely!

Next on the agenda was a series of reports from the previous day's Sector Meetings. Delegates heard from **Roger Hayward** (Town Sector), **Barry Gunther** (Village Sector), **Malcolm Eaton** (City Sector), and **Bruce Fidler** (Northern Region) on the salient points brought up in each of their meetings.

Following lunch, Minister of Government Relations **Jim Reiter** took to the stage. Minister Reiter began his discourse with the economy, stating 2015's forest fires and the drop in oil prices both had a huge effect on Saskatchewan's





economic picture. Fortunately, he said, the province's economy is diversified and the severe body punch hasn't hurt our province as much as it has Alberta.

#### **Other issues the minister touched on included:**

##### **Mandatory Public Disclosure Requirements:**

According to the Minister, "these rules were the right thing to do," and the province is committed to working with municipalities on compliance.

##### **Whistleblowing Legislation:**

Minister Reiter said his government is working with SUMA, SARM, and New North on this issue.

##### **Public Safety:**

A report on last year's floods and more than 125 forest fires will be ready soon.

Minister Reiter concluded his talk by stating that working with SUMA, SARM, and their member municipalities, has been the highlight of his political career. The feeling among the delegates appeared to be mutual.

Following the Minister was the presentation of 2016's Saskatchewan Municipal Awards. Please see page 44 for more on this celebration of excellence.

Breakout sessions were next, and when the delegates came back together, it was time for resolutions. Delegates voted on 16 resolutions, including an emergent resolution to support the Energy East pipeline. Only one — on legislation to reduce stubble burning — was defeated. Details on all the resolutions (including any responses SUMA's received) are available on the resolutions database on our website.

Tuesday evening was a fun-filled President's Banquet and Awards Ceremony for long-serving elected officials and municipal employees. (See page 41 for a photo of the winners who attended, and a full list of everyone honoured in 2016.) During the meal, **Jeffery Straker** entertained with songs and stories. Following the awards program, musical group **The Dead South** filled the banquet hall with their unique blend of folk, bluegrass, classical, and rock music!





## Wednesday, February 3, 2016

The Convention's final day, with the sub-theme: *Asking the Question: What's your AIM?*, was indeed full of questions. The morning began with a Dialogue with Ministers from Government Relations, Health, Rural and Remote Health, Environment, Parks, Culture and Sport, Corrections and Policing, and Justice and representatives from the RCMP.

Next was the always-popular Bear Pit. Delegates had more than an hour to ask questions of the premier and cabinet.

The day and Convention wound up with Closing Ceremonies — a classy ending to an informative, invigorating, team-building Convention 2016. ■

Thank you for attending.  
See you next year.



**ONLY  
THE BEST  
FOR YOUR  
FLOORS...**





**WOOD WYANT**



**Chatterson**  
JANITORIAL SUPPLIES  
Part of the WOOD WYANT Family

woodwyant.com  
1 800 361-7691

## WOULD YOU LIKE EXTRA STAFF WITHOUT THE EXPENSE?

By using TAXervice to manage your tax enforcement process, you get the expertise of an **entire team** of specialized professionals working for you. Even better, **there's no cost to the municipality!**

**PROPERTY TAX ARREARS  
RECOVERY MANAGEMENT**

TAXSERVICE.COM • 1.877.734.3113







## Long Service Award Winners

**Front Row (L-R):** Brian Karasin (*Meritorious Service*), Alan Holmberg (*Honorary Service*), Elvina Rumak (*Honorary Service*), President Debra Button, Minister Jim Reiter, Patricia Wagner (*Honorary Service*), Don Newlin (*Meritorious Service*), Robert Johnson (*Honorary Service*)

**Row 2:** Randy Pister (*Meritorious Service*), Roy Erickson (*Honorary Service*), Joe Hordyski (*Honorary Service*), Jerome Karakochuk (*Meritorious Service*), Dawnette Peterson (*Meritorious Service*), Fran Passmore (*Honorary Service*), Teresa Parkman (*Meritorious Service*), Kenneth Larsen (*Honorary Service*), Gordon Yarde (*Honorary Service*), Bill Michalchuk (*Meritorious Service*)

**Row 3:** Ross Oliphant (*Meritorious Service*), Rob Hopkins (*Meritorious Service*), Glen Thompson (*Meritorious Service*), Fraser Gibson (*Meritorious Service*), Chuck Rust (*Meritorious Service*), Gary Jonescu (*Meritorious Service*), Ryan Hunter (*Meritorious Service*), Bill McKillop (*Meritorious Service*), Joe McKillop (*Meritorious Service*)

**Back Row:** Roger Deringer (*Meritorious Service*), Dave Gorrill (*Meritorious Service*), Brian Gorrill (*Meritorious Service*), Duane Grado (*Meritorious Service*), Terry Schlamp (*Meritorious Service*), Rodney Frank (*Meritorious Service*)

**Missing:** Richard Ackerman (*Meritorious Service*), Kevin Beatty (*Meritorious Service*), Kevin Chaykowski (*Meritorious Service*), Nancy Lemay (*Meritorious Service*), Randy Redding (*Meritorious Service*), Mark Schuweiler (*Meritorious Service*), Rodney Sexsmith (*Meritorious Service*), Rhonda Winter (*Meritorious Service*), Gary Jensen (*Honorary Service*)

We...  
...are comprehensive planning professionals that understand every community is unique, like snowflakes.

...have the skills to work with you to develop your planning tools, such as Official Community Plans, Zoning Bylaws, Future Land Use and Zoning Maps.

...specialize in:  
cultural and heritage planning  
community engagement facilitation  
community-based social research  
geo-spatial analysis  
planning and development  
and doing good.

**PrairieWild CONSULTING**

306.222.8481  
prairiewildconsulting@sasktel.net  
prairiewildconsulting.ca

Preparing Communities for the Future



**McElhanney**

### INTEGRATED SOLUTIONS

Municipal Engineering  
Transportation Engineering  
Community Planning  
Landscape Architecture  
Survey & Mapping  
Environmental

[www.mcelhanney.com](http://www.mcelhanney.com)

Regina  
Saskatoon  
Lloydminster



Our concern for the environment



## is more than just talk

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

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

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



## Recreation Works



### Recreation works, thanks to a province-wide network of volunteers and professionals.

Whether you like to hike, swim, golf, rock out at festivals or chill out on the beach, opportunities for living fun and active lives in our communities don't happen by themselves. A huge network of skilled professionals and volunteers across Saskatchewan are working together to make recreation possible.

Learn more at [SPRA.sk.ca](http://SPRA.sk.ca)



Saskatchewan  
Parks and Recreation  
Association



### Road Management Solutions for:

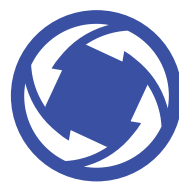
- Dust Suppression
- Road Mix
- Road Stabilization
- Surface Treatment
- Reclamation
- Asphalt Rejuvenation
- De-icing

*Pounder Emulsions, A division of Husky Oil  
Operations Limited*

**806 50th Street East, Saskatoon, SK. S7K 0X6**

**Office: 306-934-3033**

**Mobile: 306-221-3691**



## RECYCLE SASKATCHEWAN

Recycle Saskatchewan is the trusted voice and champion of recycling within the province of Saskatchewan. Diligently promoting responsible recycling within our province and awareness of each of the six Product Management Programs, Recycle Saskatchewan is changing the way Saskatchewan residents steward the land and divert unnecessary waste from landfills.

### Our Members



[recyclesaskatchewan.ca](http://recyclesaskatchewan.ca)

PRESENTING:

# Saskatchewan Municipal Award Winners

It's time, once again, to reflect on a year of municipal success with the Saskatchewan Municipal Awards. The program is a partnership between the Saskatchewan Association of Rural Municipalities (SARM), Saskatchewan Urban Municipalities Association (SUMA), the Rural Municipal Administrators Association (RMAA), the Urban Municipal Administrators Association of Saskatchewan (UMAAS), the Saskatchewan Association of Northern Communities, and the provincial ministry of Government Relations.

This was the ninth annual Saskatchewan Municipal Awards. The award presentations took place at the SUMA Convention and the SARM mid-term convention. It was a wonderful opportunity to celebrate the innovation and excellence in Saskatchewan municipalities, surrounded by colleagues and peers.

This year, the awards program received 11 nominations representing 20 municipalities, which must have made for a big job for the selection committee. For the ninth Saskatchewan Municipal Awards, the selection committee was made up of:

- **Keith Schneider:** former Executive Director of SUMA and Principal with ADVOCO Consulting;
- **Ken Engel:** former Executive Director of SARM;
- **Jim Scarrow:** former mayor of Prince Albert and former Vice-President of Cities for SUMA;
- **Gordon Barnhardt:** President of the University of Saskatchewan and former Lieutenant Governor of Saskatchewan;
- **Neal Hardy:** former President of SARM; and
- **Jeff Mulligan:** managing partner of AHHA Moments Inc. and former mayor of Lloydminster.

Thank you to the entire committee for their work celebrating local governments in Saskatchewan.

It's very exciting to see the excellent work that happens in municipalities all around the province, and the SMAs were a great chance to celebrate those municipalities who are going the extra mile. Everyone benefits when municipalities do well, so we offer inspiration in the form of the winning projects. Maybe you can turn that inspiration into innovation in your own municipality, and it could be your project on these pages next year!

You can see all the details on the winning projects, including videos with project and community leaders talking about their projects, on the SMA website at [www.municipalawards.ca](http://www.municipalawards.ca). ■

## First Place

**Doctor Recruitment/Retention Strategy and Community Health & Wellness Centre (Town of Kamsack)**

### **Winning Practice:**

Established a committee that developed a strategy to recruit and retain physicians in the community, including the construction of a health and wellness facility.





## Second Place

### Kindersley Waste Water Project (Town of Kindersley)

#### **Winning Practice:**

An agreement allowing the oil and gas sector to access and utilize the wastewater from the water treatment plant to alleviate steadily increasing water consumption.



## Third Place

### Jubilee Park (Town of Shaunavon)

#### **Winning Practice:**

Rehabilitated recreational infrastructure including a new arena, curling rink, skate park, tennis courts, playground, ball diamonds, swimming pool, basketball courts, and an outdoor rink with more plans for the future.



## Regional Cooperation

### Planning for Growth Services Agreement (RMs of Mervin, Frenchman Butte, Parkdale, and Turtle River, Town of Turtleford, Villages of Paradise Hill, Glaslyn, Mervin, and Edam)

#### **Winning Practice:**

A shared-services agreement giving 19 RMs, towns, and villages in the area access to the services of a growth professional planner, enabling better planning for the future for subdivisions and servicing requirements for increased infrastructure needs.



# THE NEW CONFLICT OF INTEREST RULES: NEW DUTIES, SAME EXCEPTIONS

Steven Dribnenki, Legal and Policy Advisor, SUMA

On November 19, 2015, significant changes made by the province to municipal conflict of interest rules came into force. Now that the new rules are in effect, it's time to take stock to see what changes and what stays the same.

The changes are in response to the *Final Report of the Inspection and Inquiry Into the RM of Sherwood No 159*, by the Honourable R. L. Barclay, QC, Conflict of Interest Commissioner. The inquiry revealed that Reeve Kevin Eberle breached his council obligations by failing to disclose the extent of his pecuniary (financial) interest in a development being considered by the RM council, influencing the development approval process outside of meetings, and attempting to conceal his involvement.

One of the key changes is that municipal legislation is that it expressly includes "conflict of interest" rather than being restricted to financial interests. Now a council member must avoid participating in a decision if the decision provides an opportunity to further the member's "private interests" — or those of a closely connected person, such as a business partner, family member, or employer. "Private interests" are interests not of general public application or that affects a person as one of a broad class of persons.

The changes have not been considered by the courts yet. However, Mr. Barclay noted in the inquiry that council members have duties set out in common law (law not in legislation but resulting from court decisions reviewing legislation and

legal duties) over and above the rules set out in legislation. Common law views council members as a trustees for the community, obligated to serve the public and disregard their private or personal interests. Under common law, members cannot act in matters if their personal interest (or those of family members or business associates) could be seen to influence the member, or if their action results in private advantage. This private advantage goes beyond simply a financial advantage, and the restriction extends to any action on council, such as voting or speaking on an issue at meetings, using their office to promote the issues, or conducting council duties in a way that advances that interest. This new section reflects these existing common law rules.

As noted in the new rules, having a financial interest always falls within the conflict of interest rules. However, municipal legislation still contains certain specified exceptions. While some of these exceptions were noted in the Legal Voice article in the Fall 2014 *Urban Voice*, now is a good time to revisit these exceptions.

Financial interest exceptions are listed in *The Cities Act* at section 115(2), *The Municipalities Act* at section 143(2), and *The Northern Municipalities Act, 2010* at section 161(2). The language in each of these sections is essentially the same. While there are 12 listed exceptions, the two that are most often considered in case law are "community of interest" section and the "remote and insignificant" section.

The "community of interest" exception applies if the matter at issue affects the member (or family member or associate) as a voter, taxpayer, or utility customer of his or her municipality. In *Suirko v Candle Lake*, 2006 SKQB 421, the court found that the mayor was not in conflict when he voted on a bylaw granting a tax





exemption on 31 lots and owned one of the lots. The court held that his interest arose by reason only of him being a taxpayer, and as such he was part of the community of interest as one of several lot owners affected by the bylaw.

Although the decision took place before the exceptions were enacted, another example is *Stewart v Yorkton (City)*, (1982) 16 Sask R 258 (QB). In *Stewart*, the court held that two council members, one being a shoe storeowner and the other a retail store manager, had not breached their conflict duties after voting on a store hours bylaw. Although their businesses would be affected by the bylaw, their interest in the bylaw was one they shared with all other managers and business owners in the city.

The other exception arises if the interest seen as remote or insignificant. "Remote" refers to how direct the benefit of the financial interest is and "insignificant" considers the amount or size of the benefit.

In *Kruse v Santer*, 2015 SKQB 376, the court dismissed applications against

three separate council members, one on the grounds that the financial interest was insignificant. The council member received \$544 for 45 hours of work over two and a half years, filling in for a summer student opening municipal recycling bins for the recycling collecting company. The village was obligated by contract to ensure the lids were lifted for collection and the company paid the village \$11 an hour to do so (the village added a dollar for a full payment of \$12 an hour for the work). The member filled in for the student when no one else could be found to do the work.

In *Duncan v Thurlow*, 2012 SKQB 179, the court held a council member did not breach her conflict duties when she participated in discussions on land being offered to certain landowners (including her and her husband). The offered land in this case contained an abandoned rail bed, which had not been cleaned up, and as such was worthless.

Another exception that may come up often at the council table is regarding any allowance (expenses), honorarium,

remuneration (wages), or benefit to which the council member is entitled as a member of council. Ensure your community has a policy about payment of wages, expenses, honoraria, or benefits so it is clear to ratepayers and those around the council table what can be claimed at what rate. There should also be an established process to ensure claims are identifiable and properly made.

The most important thing that stays the same is the reason for these rules: ensuring public trust in elected officials. A cornerstone of democracy is to have elected officials serve the people, not acting in their own personal or financial interest. Conflict of interest rules set the guidelines for how the public trust and private interests can be balanced.

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

## ADVERTORIAL



We take care of IT for you.

You have heard Lexcom talk about "smart" communities and most recently, we had presented our technology and services at the February SUMA Convention and Tradeshow, where we presented various ways to determine when infrastructure investments ie: water pipes, meters, street lights, etc need to be made and how sensor technology can play a vital role in that investment.

Lexcom, an innovative industry leader, provides the information technology and managed services for an integrated community management platform. Our immediate focus is to facilitate an asset management registry, data integration control and a centralized system that supports material traceability and analytics – two key elements in our platform.

In our research, the increased scrutiny being faced by communities and other resource based sectors are requiring a higher level of performance in regards to safety, quality and environmental control systems as each area performs a different function. One of the challenges organizations face, is the quick turnover of information between key players.

Many organizations rely on a mixture of software program applications, and manual processes to operate their business. As a result, there is a backlog of paperwork to be processed, no clear way to bring it all together and a significant amount of coordination leading

to the introduction of human error. There is an enormous opportunity to facilitate the data collection process and provide data brokerage services between the parties.

To streamline operations, and overcome unnecessary inefficiencies, a central application will power the organization. The application engine will be responsible for aggregating data from a wide array of input sources, including; field data collection, smart sensors, and software applications. An asset management registry opens the doors to new opportunities for predictive failure analysis, community planning and citizen engagement. "*The Capital Infrastructure Management System (CIMS) embodies this vision in its implementation.*" – explains Mr. Bryan Janz, Lexcom CEO.

"*CIMS is a tool that is customized to the client's existing policies and procedures through a mobile platform that allows communities and other sectors to easily document their infrastructure assets. CIMS only presents to the user the information they need to do their job, and it presents the data in such a way that it allows the user the ability to do their job more efficiently.*" – explains Mr. Janz.

If your community or resource based sector is interested in our Lexcom solution, please contact us at 1-877-539-2663.

[www.lexcom.ca](http://www.lexcom.ca)

# SARRRC celebrates 20 YEARS

Swim the length of an Olympic swimming pool. That's 50 metres or 160 feet. Swim the length of 120 Olympic pools and you have covered 6,000 metres/19,200 feet. That's six kilometres, 3.7 miles.

Great exercise. But what if those 120 pools were filled with used oil? No way you'd take the plunge. Fortunately for you and all of Saskatchewan, more than 300 million litres of used oil — what it would take to fill those pools — have been

recovered, recycled, and reused over the past 20 years.

"It's a volume we're proud of," says **Phil Wrubleski**, Executive Director for Saskatchewan Association for Resource Recovery Corporation (SARRC), the association responsible for facilitating the provincial used oil and antifreeze materials recycling program. "We had no idea that when we first started on this amazing adventure in 1996, (that) 20 years later we'd be this successful."

Success for SARRC is measured in volumes: litres of used oil; millions of used oil filters; kilograms of used plastic oil containers; and since April 2014, used antifreeze, antifreeze and Diesel Exhaust Fluid (DEF) containers recovered, recycled, and reused.

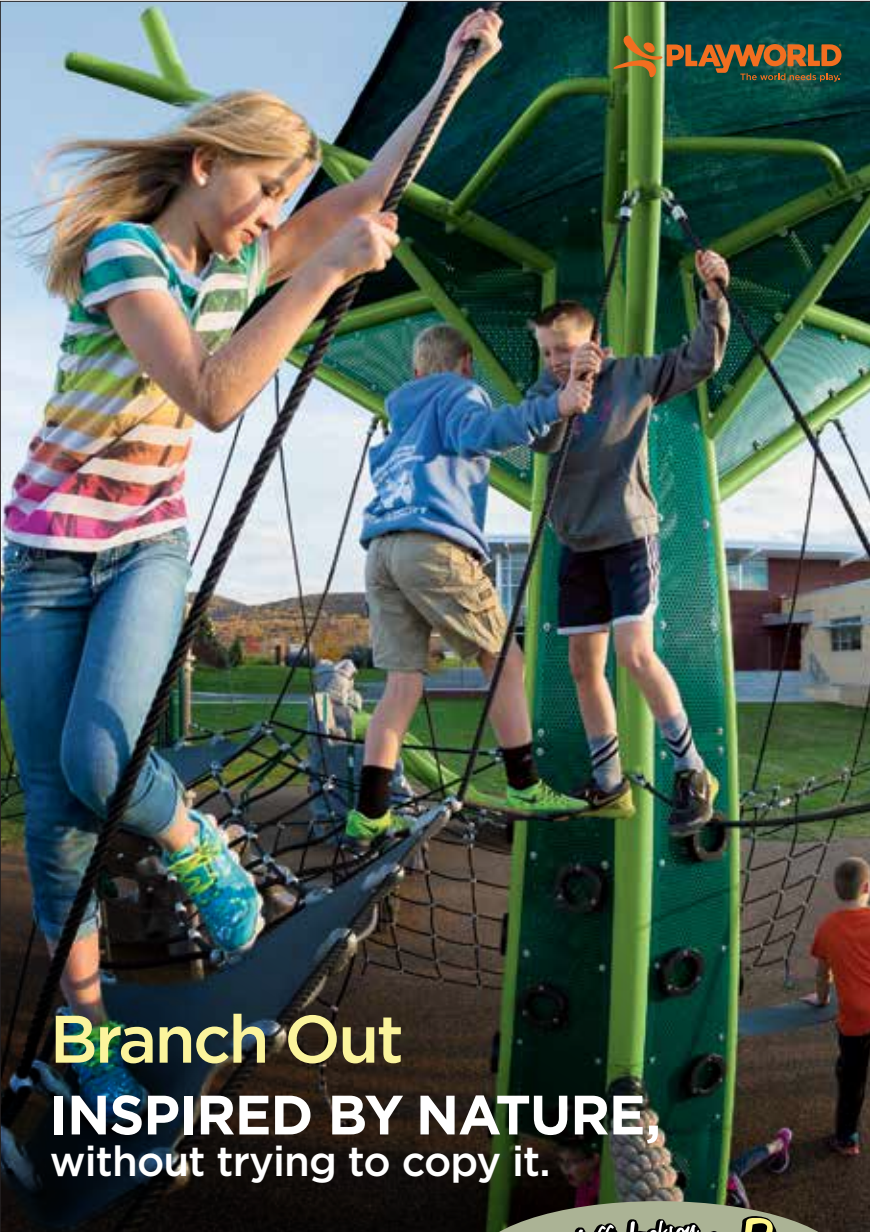
Here are the current volumes collected over the past 20 years (1996 – 2015) for used oil materials:

- More than 300 million litres of used oil
- Almost 34 million used oil filters
- Nearly 5.5 million kilograms of plastic oil containers

The antifreeze material's numbers are lower, since their collection and counting began less than two years ago, compared to the 20 years for the other materials. But they're significant: almost 400,000 litres of used antifreeze, and nearly 80,000 kilograms of antifreeze and DEF containers.

Why should you be concerned about recycling these materials? Consider that just one litre of used oil can contaminate — beyond repair — **one million litres of water**. Imagine the environmental damage those 300 million litres of used oil would have had on Saskatchewan lakes, from Lake Diefenbaker to Wascana Lake, plus the myriad other lakes and innumerable rivers that flow through the province.

The filters can contain up to 250 millilitres or eight fluid ounces of used oil. When those filters, along with plastic oil, antifreeze and DEF containers, are improperly dumped, they take up municipal landfill space. If they are burned, they give off dangerous toxins. And antifreeze, we all know, is toxic. Properly managing these automotive wastes is better for us, and for our environment. ■



**PLAYWORLD**  
The world needs play.

**Branch Out**  
**INSPIRED BY NATURE,**  
without trying to copy it.

1-866-757-5502 | PlaygroundPro.ca

Jeff Jackson  
**Playground Pro**





*This is my piece of heaven. When you recycle used oil, filters and antifreeze you keep my water, our water, safe. And while used antifreeze is toxic, did you know just one litre of used oil can contaminate, beyond repair, one million litres of water?*

*And again, don't burn those used plastic containers. Burning puts toxins into my air. Makes flying near impossible. It's just plain foul.*

*When you recycle used oil, filters and antifreeze, their containers and DEF containers, you keep tonnes of automotive waste out of our waters, our air and your landfills.*

*So I thank you. My wife and the whole flock thanks you, as does Mother Nature.*

[usedoilrecyclingsk.com](http://usedoilrecyclingsk.com)



## SUCCESS Office Systems – your local partner in office machines

When your municipality considers updating its office equipment, SUCCESS Office Systems should be your first contact. **Craig Charuk**, owner of the company, sat down with *Urban Voice* recently to provide more insight into SUCCESS Office Systems.

**Q – SUCCESS Office Systems is a a long-time partner of SUMA's. Why has this partnership lasted so long and been such a success?**

**A –** As a true 'Saskatchewan' company, we understand the needs of all SUMA members — from the smallest village office to the major centres. We cover the entire province with our service team of factory-trained technicians. Our technicians attend to any and all service concerns in a timely fashion, no matter where your municipality is located. Having local dispatch for service and supplies has also been a factor in growing our partnership with all SUMA members, as well as seeing them annually at the SUMA Tradeshow — something we have now done for 16 consecutive years!

**Q – When considering new office machines, what should municipalities be asking themselves?**

**A –** As the technology continues to change and evolve, the big thing to ensure is that the equipment not only meets their needs today, but also for the next three-to-five years, as that's the normal replacement cycle for our equipment. It's like when you are expanding your office space, you should be looking into the future. There is no sense expanding to accommodate your organization's current size, if you plan on getting bigger in the near future. The same thinking applies to your office equipment.

**Q – How can municipalities extend the life of their office machines?**

**A –** All of our equipment is covered by the Guaranteed Service Maintenance Agreement — which covers 100 per cent of parts, labour, and service. As such, ongoing regular maintenance is done at no additional charge to any customer, thus extending the life of your equipment.



Craig and Becky Charuk, owners of SUCCESS Office Systems

**Q – SUCCESS offers more than copiers, doesn't it?**

**A –** Oh yes! In addition to the traditional multifunctional photocopier that we are so well known for within the province, we also carry a full line of mailing equipment, postage meters, paper shredders, and folder-inserters.

**Q – What is the latest trend in office machines?**

**A –** The trend is definitely shifting towards scanning and storage of documents versus the traditional copying and printing. SUCCESS is promoting this shift with our local offsite document storage and backup systems, advanced scanning solution software, and enhanced capabilities to on-ramp the documents from their devices.

**Q – Would you like to tout any new product offerings?**

**A –** Yes, we are pleased to announce that we have officially added the full CANON product line to our sales and service capabilities province-wide! ■

*Proud of Our Past.... Building the Future*



**Engineering Ltd.**

**FULL-SERVICE CONSULTING ENGINEERING**

[www.mpe.ca](http://www.mpe.ca)

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



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

**Steve Van Meer**  
Saskatchewan Territory Manager

Cell: 306 716 6654  
Toll Free: 1 866 551 8188  
Toll Free Fax: 1 888 308 0531  
[steveparknplay@shawbiz.ca](mailto:steveparknplay@shawbiz.ca)  
[www.parknplaydesign.com](http://www.parknplaydesign.com)

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





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

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

### OFFICE AND MUNICIPAL ELECTIONS

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

### PUBLIC WORKS/PARKS AND LEISURE

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

### HOTEL AND VEHICLE

Fleet Management and Vehicle Rental	Enterprise Rent-a-car	800-736-8227	<a href="http://www.enterpriserentacar.ca">www.enterpriserentacar.ca</a>
Regina Hotel and Convention Host Hotel	DoubleTree by Hilton (Regina)	306-525-6767	<a href="http://www.doubletree.com">www.doubletree.com</a>
Regina Hotel	Travelodge Regina	306-586-3443	<a href="http://www.travelodgeregina.com">www.travelodgeregina.com</a>
Saskatoon Hotel	Hilton Garden Inn (Saskatoon)	306-244-2311	<a href="http://www.saskatoon.stayhgi.com">www.saskatoon.stayhgi.com</a>
Saskatoon Hotel	Travelodge Saskatoon	888-278-4209	<a href="http://www.travelodgesaskatoon.com">www.travelodgesaskatoon.com</a>

### FINANCIAL

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

# REACH OUR *Advertisers*

COMPANY	PAGE	TELEPHONE	WEBSITE
Airmaster Signs	28	800-788-6805	<a href="http://www.airmastersigns.com">www.airmastersigns.com</a>
Associated Engineering	31	306-653-4969	<a href="http://www.ae.ca">www.ae.ca</a>
ATS Traffic Group	54	800-214-1477	<a href="http://www.atstraffigroup.com">www.atstraffigroup.com</a>
Blue Imp	16	877-594-0541	<a href="http://www.blueimp.com">www.blueimp.com</a>
Brandt Tractor Ltd.	9	888-227-2638	<a href="http://www.brandt.ca">www.brandt.ca</a>
Bullee Consulting Ltd.	52	306-477-2822	<a href="http://www.bulleconsulting.com">www.bulleconsulting.com</a>
Cansel	32	888-222-6735	<a href="http://www.cansel.ca">www.cansel.ca</a>
Chatterson Janitorial Supplies Ltd.	40	800-667-8178	<a href="http://www.chatterson.com">www.chatterson.com</a>
Clifton Associates	13	306-721-7611	<a href="http://www.clifton.ca">www.clifton.ca</a>
CN	25	888-888-5909	<a href="http://www.cn.ca">www.cn.ca</a>
Commercial Pool and Recreational Products	29	888-523-9274	<a href="http://www.cp-rp.com">www.cp-rp.com</a>
CUBEX	53	204-336-0008	<a href="http://www.cubexltd.com">www.cubexltd.com</a>
Ducks Unlimited Canada	17	306-569-0424	<a href="http://www.ducks.ca">www.ducks.ca</a>
Dynamic Construction Ltd.	18	306-221-0557	<a href="http://www.dynamicconstructionltd.com">www.dynamicconstructionltd.com</a>
Enbridge Pipelines	55	403-231-3900	<a href="http://www.enbridge.com">www.enbridge.com</a>
EPRA Saskatchewan	32	888-567-4535	<a href="http://www.recyclemyelectronics.ca/sk">www.recyclemyelectronics.ca/sk</a>
Expocrete	21	306-652-7232	<a href="http://www.expocrete.com">www.expocrete.com</a>
Fer-Marc Equipment Ltd.	18	306-569-9041	<a href="http://www.fer-marc.com">www.fer-marc.com</a>
Handy Hitch	27	800-665-2490	<a href="http://www.handyhitch.com">www.handyhitch.com</a>
Industrial Machine Inc.	6	587-286-2772	<a href="http://www.industrialmachine.ca">www.industrialmachine.ca</a>
Jeff Jackson Playground Pro	48	866-757-5502	<a href="http://www.playgroundpro.ca">www.playgroundpro.ca</a>
LEXCOM	47	877-539-2663	<a href="http://www.lexcom.ca">www.lexcom.ca</a>
McElhanney Consulting Services	41	306-649-0740	<a href="http://www.mcelhanney.com">www.mcelhanney.com</a>
MPE Engineering Ltd.	50	866-329-3442	<a href="http://www.mpe.ca">www.mpe.ca</a>
Nilex Inc.	36	800-667-4811	<a href="http://www.nilex.com">www.nilex.com</a>
Park N Play	50	866-551-8188	<a href="http://www.parknplaydesign.com">www.parknplaydesign.com</a>
Pounder Emulsions	43	306-934-3033	<a href="http://www.huskyenergy.com">www.huskyenergy.com</a>
Prairie Wild Consulting	41	306-222-8481	<a href="http://www.prairiewildconsulting.ca">www.prairiewildconsulting.ca</a>
Pre-Con Limited	23	306-931-9229	<a href="http://www.preconltd.ca">www.preconltd.ca</a>



**Consulting Engineers  
Specializing in  
Municipal Infrastructure**

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

 **BCL**  
► BULLÉE CONSULTING LTD.

200 - 302 Wellman Lane | Saskatoon, SK S7T 0J1 | [www.bulleconsulting.com](http://www.bulleconsulting.com)



# REACH OUR *Advertisers*

COMPANY	PAGE	TELEPHONE	WEBSITE
Recycle Saskatchewan	43	855-665-6105	<a href="http://www.recyclesaskatchewan.ca">www.recyclesaskatchewan.ca</a>
Rubber Stone	18	888-786-6333	<a href="mailto:don@sierrastone.com">don@sierrastone.com</a>
Safesidewalks Canada Inc.	10	403-629-0605	<a href="http://www.safesidewalks.ca">www.safesidewalks.ca</a>
Saskatchewan Assessment Management Agency	29	800-667-7262	<a href="http://www.sama.sk.ca">www.sama.sk.ca</a>
Saskatchewan Association for Resource Recovery	49	877-645-7275	<a href="http://www.usedoilrecyclingsk.com">www.usedoilrecyclingsk.com</a>
Saskatchewan Heritage Foundation	18	306-787-2105	<a href="http://www.pcs.gov.sk.ca/shf">www.pcs.gov.sk.ca/shf</a>
Saskatchewan Parks and Recreation Association	43	306-780-9231	<a href="http://www.spra.sk.ca">www.spra.sk.ca</a>
Saskatchewan Workers Compensation Board	24	800-667-7590	<a href="http://www.worksafesask.ca">www.worksafesask.ca</a>
SaskCulture	37	866-476-6830	<a href="http://www.saskculture.ca">www.saskculture.ca</a>
SaskTel	56	800-SASKTEL	<a href="http://www.sasktel.com">www.sasktel.com</a>
SaskWater	2	888-230-1111	<a href="http://www.saskwater.com">www.saskwater.com</a>
SHURE	4	800-363-8855	<a href="http://www.shurecanada.com">www.shurecanada.com</a>
Stantec	22	306-781-6400	<a href="http://www.stantec.com">www.stantec.com</a>
SUMAssure	7	866-450-2345	<a href="http://www.sumassure.ca">www.sumassure.ca</a>
Suncorp Valuations	3	800-764-4454	<a href="http://www.suncorpvaluations.com">www.suncorpvaluations.com</a>
TAXervice	40	877-734-3113	<a href="http://www.taxervice.com">www.taxervice.com</a>
The Water Clinic	36	306-242-2561	<a href="http://www.thewaterclinic.com">www.thewaterclinic.com</a>

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

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



To reach decision makers in Saskatchewan's urban governments through *Urban Voice* magazine and its targeted readership, contact Rod at your earliest convenience to discuss your company's promotional plans for 2016.

Rod Evason, *Marketing Manager* | Email: [rod@kelman.ca](mailto:rod@kelman.ca) | Phone: 877-985-9710 | Fax: 866-985-9799




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

**Cubex Municipal Regina, SK, 1.204.336.0008**



# WORK ZONE & ROADSIDE SAFETY

ATS Traffic Group is the largest traffic safety solutions provider in western Canada. As a trusted supporter of businesses and municipalities across Canada, we are committed to keeping your community's roads and work sites safe during construction.

## WE PROVIDE

- Signs & Delineators
- Crash Systems
- Rumble Strips
- Electronic Sign Trailers
- TMP & TAS
- And More

## WE ENSURE

- Accountability
- Consistent Quality
- Public & Worker Safety
- Minimal Impact on Motorists



**Book your free consultation today.**

**ATSTRAFFICGROUP.COM**



### GUARDIAN TRAFFIC SERVICES SASKATCHEWAN:

410A Henderson Drive Regina, SK

TF 1.800.214.1477

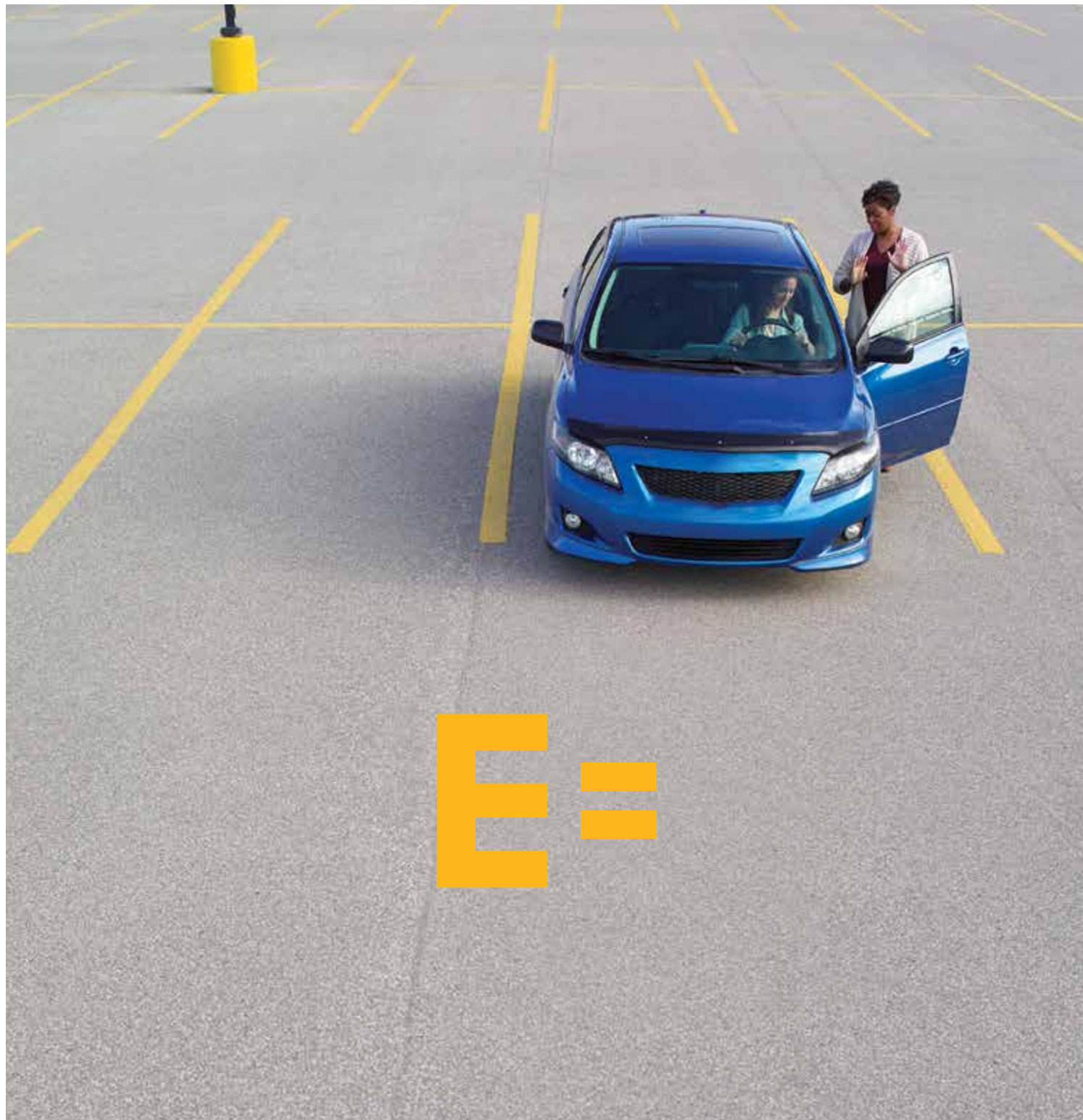
E [regina@guardiantrafficservices.com](mailto:regina@guardiantrafficservices.com)

Bay #5, 825 48 Street East Saskatoon, SK

TF 306.242.4407

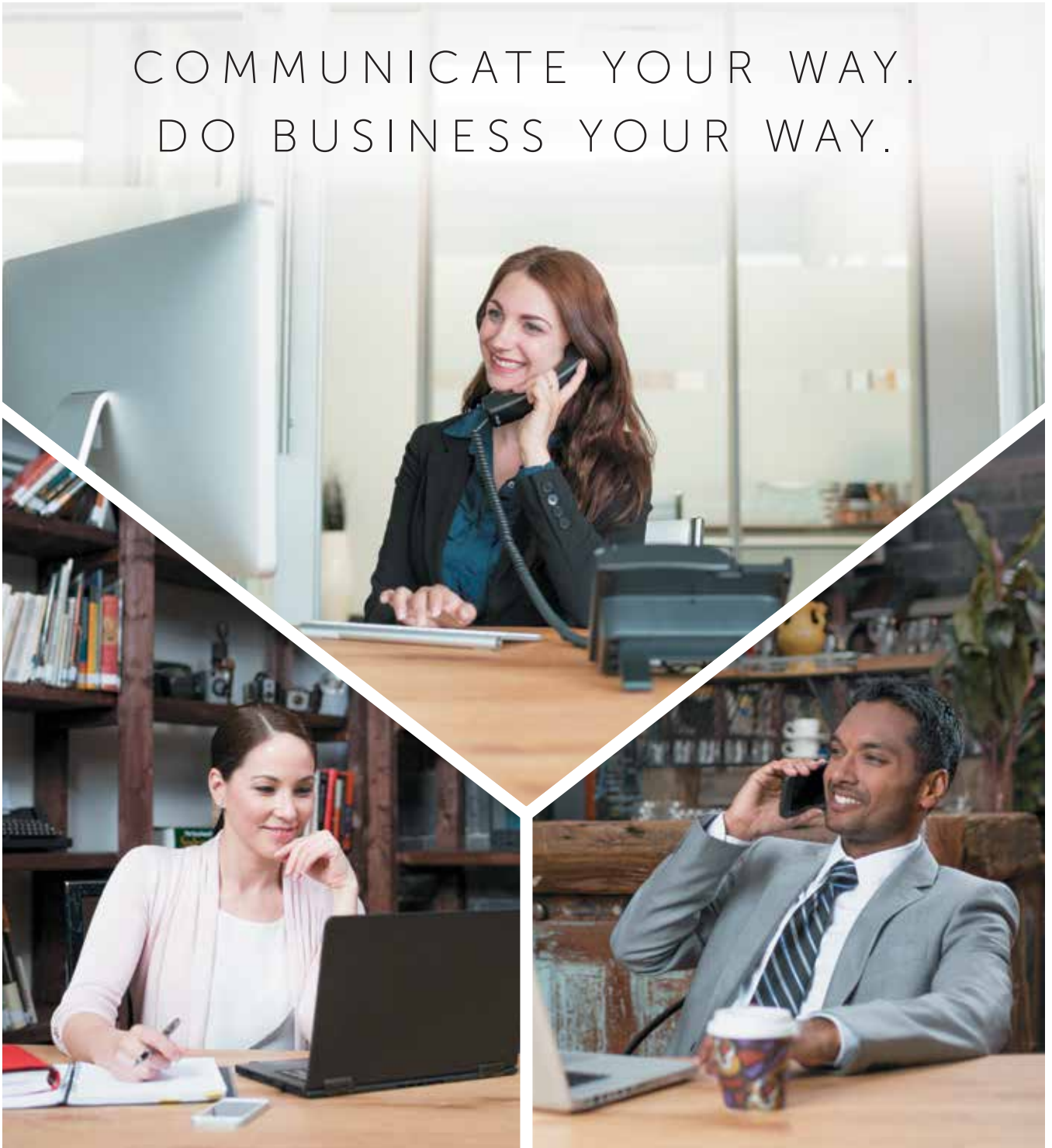
E [saskatoon@guardiantrafficservices.com](mailto:saskatoon@guardiantrafficservices.com)





**Flying solo.** We didn't study for the test. Or spend Saturday practicing three-point turns at the mall. But we did fuel the car for this newfound freedom. When the energy you invest in life meets the energy we fuel it with, independence happens.

COMMUNICATE YOUR WAY.  
DO BUSINESS YOUR WAY.



Communicating with your employees, customers and suppliers in diverse locations can be a challenge. Having the right communication tools is essential to meeting that challenge and will contribute to your business success.

SaskTel Integrated Business Communications offers feature-rich, customizable communication and collaboration tools that will improve the way you do business today.

[sasktel.com/ibc](http://sasktel.com/ibc)

**SaskTel** 

| Business Solutions |