

VOLUME 21 NUMBER 2 | SUMMER 2016

# URBAN*Voice*

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION



*Green*  
INFRASTRUCTURE





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VOLUME 21 NUMBER 2 | Summer 2016

# URBAN Voice

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## LOOKING AT INFRASTRUCTURE THROUGH A GREEN LENS

Mayor Debra Button, President

Infrastructure is never far from the mind of a municipal leader. We know our residents and businesses rely on our infrastructure each and every day. It's not just the streets and bridges that are vital to our daily commutes and getting goods to market. We're responsible for town hall and the rink, the garage and the fleet inside it. Sidewalks, storm sewers, pipes, and treatment plants—municipalities take care of it all. So to do it well, we also need to approach infrastructure from every angle we can, including the green angle.

It might be hard to reconcile asphalt and steel with the environment, but considering infrastructure from an environmental angle can open the doors to all kinds of ideas. A focus on green infrastructure can build trust with citizens, diversify our local economy, save on operational costs, and even create places in our communities that encourage physical activity and tourism.

Green infrastructure also tackles the changes happening in the world around us. There's no denying that in the last several years, the weather and climate in Saskatchewan has seen a distinct shift. Is your community prepared? Is your infrastructure built to deal with what's coming? Building and modifying infrastructure to ensure it is resilient is becoming increasingly important. We see it through municipalities developing plans for climate change adaptation, and increased dollars from other orders of government to help us meet the demands for that resilient infrastructure.

As summer blooms around us this year, let's look at the world through a green lens. If we approach the infrastructure issues in that framework, we can benefit our residents, our bottom lines, and the long-term future of our communities. I hope you enjoy this issue of *Urban Voice*, and I hope it inspires you to approach infrastructure in your community with fresh, green eyes. ■

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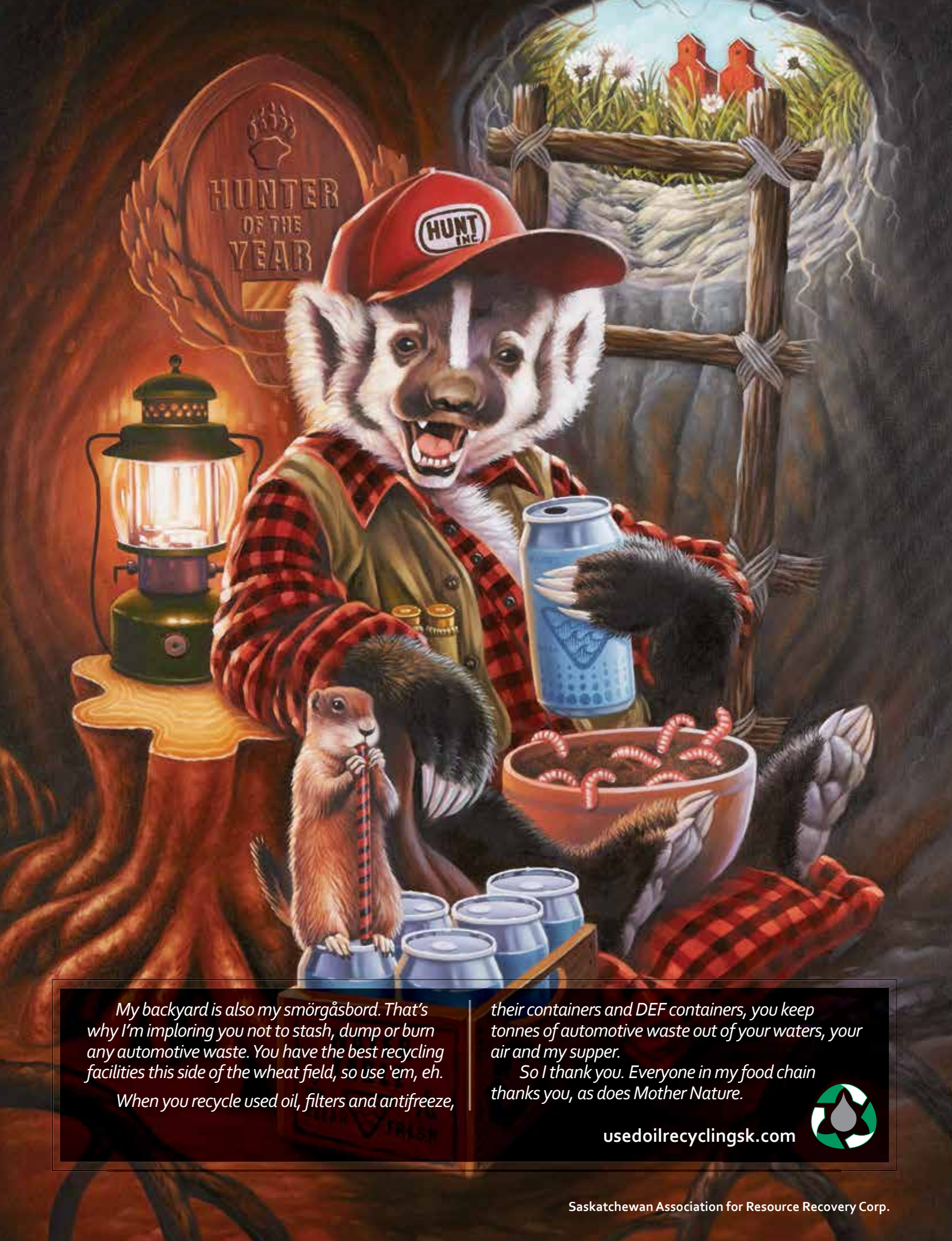
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## LOOKING BEYOND GREEN TO ADAPTIVE INFRASTRUCTURE

Laurent Mougeot, Chief Executive Officer

When I was asked to write a column on the subject of 'green infrastructure,' I must admit that my mind immediately went to the obvious: solar panels, water conservation, and climate change adaptation. Fortunately for you, I recently had the opportunity to travel to Vietnam and Cambodia with a team from the Federation of Canadian Municipalities, and ended up with a fair amount of flight time to expand my reflection based on what is happening on a global scale, and how local governments may need to adapt beyond traditional environmental considerations.

If you have read my columns in the past, you know I offer checklists of potential solutions. This time, I turn the tables and invite you to consider emerging challenges, and to seek innovative strategies.

As we look ahead and accept that the world's economy is changing, municipalities may want to consider how they will adapt beyond the impact of climate change.

The economy is changing and municipalities will be affected beyond what we could ever have imagined even five years ago. It would be obvious to state that the capacity of storm sewer systems built 30 years ago may not be able to handle new climate patterns, and increasing frequency of flash floods and

surges. What I would ask you to do is to step back for a few minutes, and consider the impacts of the emerging sharing economy and online commerce on your communities. The sharing economy is something municipalities are very much already struggling with. We are currently witnessing the impact of Airbnb's online booking services, which substitutes hotel room reservations with competitive private accommodation options.

Municipal bylaws, liability insurance providers, and our public health regulations have yet to catch up to this new reality. How will this continue to evolve within the old paradigm? While the ride-sharing service Uber is already wreaking havoc on the traditional taxi industry in large urban centers, smaller centres like Prince Albert, Wilkie, and Assiniboia have yet to be affected. But rest assured, Uber will be coming soon to a place near you. Are you ready?

Imagine the following scenario: public transportation being replaced by an expanded model of Uber (whereby an app-based carpooling service would compete with mid-size city transit systems). Users could commute to work on a subscription basis, with all the conveniences of an online information system facilitating pickups and drop-offs at the doorstep. App-based carpooling is already a reality

in many global centres and we should consider how it will affect our current transit infrastructure (see Carma, another carpooling app). There is also Rover coming up, an app that matches drivers with privately owned parking stalls. How do we assess the impact of these apps on our infrastructure design?

Package delivery was long associated with the Christmas season. Today, most of us receive more packages every month than we once received in an entire year. If online purchases from Amazon, eBay, and other suppliers continue to grow at double digit rates, how will this affect local businesses located along Railway Avenues and Main Streets across this province? How will this mass migration to a mail-order economy affect the commercial assessment and tax base of our smaller centres? As strip malls and big box developments hollow out, how will they be repurposed? Will we see residential occupancy taking over the traditional commercial spaces? If so, will our infrastructure be able to absorb the increased demand on our water and sanitation systems?

How do municipalities plan for these unprecedented changes? Will our main streets be reduced to cafés and a resurrected post office? What does the future hold for adaptive and smart infrastructure? How do we plan for what will be needed, and more importantly, how will it be financed? Will zoning bylaws evolve to acknowledge that home-based businesses will soon supersede traditional storefronts?

For now, there are more questions than answers. However, when we plan infrastructure for 30 and 50 years ahead, many factors need to be considered: climate change, national goals to reduce greenhouse gas emissions, a sharing economy that keeps expanding, an increasing appetite for e-commerce, and a mounting infrastructure gap.

What are your plans to adapt and maintain effective service delivery? ■



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# Green INFRASTRUCTURE

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# Greener Buildings = Money Savings

Lynn Lau—Administrative and Research Assistant, SUMA

Saskatoon's Friendship Inn wasn't driven to energy efficiency by any larger concern about global climate change or sustainability. Rather, it was a singular goal, in the words of Executive Director **Sandra Stack**: "Let's save some money."

In 2013, the organization had an energy audit done on their building and saw where their high utility bills were due to energy waste. They changed their building operation so they could rely more on the existing natural gas heating system than their electrical radiators. They also traded in a water-cooled compressor in their refrigeration unit to an air-cooled one. With these two changes, the organization was able to realize an 18 per cent savings in their heating and water bills.

"It was very surprising to everyone how much we saved," says Stack. Money that would have gone to pay utilities—almost \$10,000 annually—can now be directed to the primary operation, providing for hot meals for inner-city residents.

The Friendship Inn was able to benefit from a free energy audit provided by the Saskatchewan Environmental Society, with funds from Affinity Credit Union. But their story also highlights the classic catch-22 many organizations are faced with when trying to run buildings in a more environmentally friendly and efficient way: It costs money to save money.

## Energy Performance Contracting

"The thing is, access to capital is extremely limited," says **Ian Loughran**, a consulting engineer based out of Saskatoon who provides energy efficiency and renewable energy consulting. "You have to spend all this money on the front end to pay an engineering company to do the energy audit work. Then the audit identifies areas that need energy efficiency retrofits, which costs more money to implement. After this work has been done the municipality can then realize the energy

savings after these energy audits and the projects are implemented. It is daunting, so most municipalities wind up just waiting because they don't know what to do, likely don't have the technical staff available, and in the meantime, utility rates just keep going up."

Loughran is a proponent of a new procurement arrangement known as Energy Performance Contracting (EPC), which originated in the United States in the early 1990s. With this alternative financing model, a third party extends the capital required for the energy audits and equipment upgrades, allowing the client organization to pay off the capital costs over time, using the energy savings achieved by the upgrades. The energy savings are contractually guaranteed by the third party doing the energy audit and energy efficiency retrofits to civic buildings. Loughran's company Energy Six Consultants is working with the Quebec-based energy consultants Econoler to guide the City of Saskatoon through this novel procurement process.

According to Saskatoon's Director of Environment and Corporate Initiatives, **Brenda Wallace**, 19 City-owned buildings are consuming 80 per cent of the City's utilities. "We are expecting that this unique approach to procurement will save us up to three-quarters of a million dollars in utilities per year. There is a lot of potential in using this approach, and we expect that as part of Phase II, we'll be doing some brainstorming about where we might want to head with this next. It could work for streetlights, vehicle (fleets), IT technology like smart grids."

## Existing Buildings

While EPC is a promising solution for large-scale energy efficiency improvements, organizations with fewer buildings can still do many improvements in-house to ensure that they are running as efficiently as possible.

In his role as facilities manager at Southeast College in Estevan, **Brent Monroe** takes care of seven college



buildings, including two the college owns. Last year, he took a one-day building operator training workshop offered four times a year through the Saskatchewan Environmental Society, to learn about how he could run buildings more efficiently. Even with 35 years of experience in the building and construction industry, the course taught him new things about water management, HVAC systems, and automated controls. After the course, Monroe set up a fluorescent tube recycling program at the college which he estimates will divert 200 to 300 mercury-containing tubes and compact fluorescent bulbs from the landfill each year.

Another outcome of the training was a plan to optimize the use of existing window blinds and shades in the main Estevan campus building, where a large glassed auditorium was allowing a lot of heat to enter the building in summer. Previously, the shades and blinds were left up by default, year round.

"Now we try to keep the heat out instead of cooling the room after the air has been heated up," Monroe is also a big fan of automatic controls like automatic taps, flushers, and motion sensing switches that turn the lights off



in vacant rooms. “Our Estevan campus is about 49,000 square feet, and if at any given time you can have half your lights off, that’s a huge savings.”

### New Buildings

It goes without saying that when planning a new build, energy efficiency should be a primary consideration. Architect

**James Youck**, of Regina’s P3A

Architecture Partnership (P3A) firm, says the total cost of a building can be conceived of as a pyramid. The very top of the pyramid is the cost of professionals hired to design and build the building, the second tier is the capital costs of the building materials, and everything below—the largest portion of the pyramid—is operating costs over the building’s lifespan.

“If you spend a little more on the top two tiers—hire a good consultant, get a good building envelope—not only will you reduce your long term building costs, you will be able to help people, your human capital, to work more effectively,” Youck says.

From a purely utilitarian standpoint, accounting for the total building costs makes the most sense for organizations that are going to own their buildings in perpetuity. This explains why governments are increasingly looking to green building standards in their own facilities. The Government of Saskatchewan has a standing policy that requires all new builds and retrofits to meet or exceed the Leadership in Energy and Environmental Design (LEED) Silver standard. LEED is an internationally recognized rating system for green buildings, administered in Canada by the Canada Green Building Council. Buildings must meet certain criteria and then are assigned points for environmentally sound building features. The buildings are then assigned a rating of Certified, Silver, Gold or Platinum.

The provincial government currently has seven buildings certified or registered under the LEED rating system. A further 27 buildings have been certified or are pending certification under another green building certification—the BOMA BEST (Building Owners and

Managers Association of Canada – Building Environmental Standards) program. In January, the new Tamarack Building at the Pine Grove Women’s Correctional facility in Prince Albert was awarded LEED Gold certification. Rainwater collection, recycled content in construction materials, and efficient water fixtures were among the environmentally sustainable building features that helped achieve the certification.

“The economics (are) there, but it’s also just good policy,” says **Jared Kleisinger**, director of engineering and sustainability with the provincial Ministry of Central Services. “It’s reducing the overall effect of your operations and the ministry is very proud of the efforts we’ve been making in that regard.”

As **Mark Hutchinson**, Vice-President of Green Building Programs at the Canada Green Building Council explains,

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"The piece that is the real value to anyone pursuing LEED is that the certification process ensures that the client receives the service that they have asked for, because it provides accountability and transparency. The sad reality with conventional building projects is there are a lot of competing priorities and, of course, a limited budget. LEED certification helps projects hold to their original intent and it does it in a way that is cost effective. What you end up with at the end of the day is a better building." ■

## ENERGY STAR

Building operators can get an idea of how green their buildings are running by using ENERGY STAR Portfolio Manager, a free online tool offered by Natural Resources Canada. The benchmarking program assigns a 1-to-100 score based on how comparisons with similar buildings. Scores are available for commercial office buildings, hospitals, K-12 schools, medical offices, senior care and residential care facilities, supermarkets and food stores. A score of 50 indicates median energy performance, while a score of 75 and up indicates high performance.

The program allows users to monitor and track energy and water use, greenhouse gas emissions and, starting this summer, waste output. Because weather data is factored into the calculations, it's also possible to compare year-over-year performance.

For more information on Portfolio Manager, visit Natural Resources Canada's web page: [www.nrcan.gc.ca/energy/efficiency/buildings/energy-benchmarking/18005](http://www.nrcan.gc.ca/energy/efficiency/buildings/energy-benchmarking/18005).



## LED BULBS

When lights must be on, it helps if they are energy efficient lights. According to **Janson Anderson**, Director of Customer Programs with SaskPower, LED bulbs use up to 80 per cent less power than incandescent bulbs and from a building maintenance standpoint, are a lot less work because they can last up to 25 years. Most Saskatchewan residents are already familiar with SaskPower's retail lighting discount program available in the spring and fall, which offers an automatic discount at the point of sale on LED bulbs, fixtures, motion sensors and timers. Look for displays at participating retailers from April to May, and October to November.

SaskPower also offers a commercial lighting incentive year-round through various distribution partners. For information on these and other programs, visit [www.saskpower.com/save](http://www.saskpower.com/save) for details.

## TIPS AND TRICKS for a More Energy-Efficient Building

- Go low flow. Old toilets use up to 25 litres per flush—new dual-flush toilets average four litres per flush.
- Dodge drafts. Caulking and weather stripping can make a big difference in comfort for building occupants. Caulking and weather stripping on doors and windows that open should be checked every year.
- Change those filters. If the filter for your compressor or air handler is clogged, the fan will have to work that much harder to push air through.
- Buy better electrical equipment. Always look for ENERGY STAR rated appliances. The rating system indicates quality as well as efficiency so consumers can see up front if a cheaper item might end up costing more to run.

*Courtesy of Saskatchewan Environmental Society.*

*For information about Building Operator Training and other SES programs visit [www.environmentalsociety.ca/](http://www.environmentalsociety.ca/)*





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## How the City of Saskatoon is Adapting Infrastructure in the Face of Climate Change



Nicole Garman—Director of Corporate Risk, and Brenda Wallace—Director of Environmental and Corporate Initiatives, City of Saskatoon

Saskatoon is a dynamic city, learning as it grows, always improving. With that in mind, the City of Saskatoon continues to focus on planning ahead to ensure a high quality of life for its residents, and being prepared so the city continues to grow in harmony with nature –and the changing forces of nature.

Through a new climate adaptation strategy, the City of Saskatoon is preparing itself to face impacts (and mitigate risks) to key infrastructure that may be brought on by a variety of extreme weather scenarios as a result of climate change. The new strategy is a vital component of the City's overarching corporate asset management plan, and it also supports the strategic goals of environmental leadership, and asset and financial sustainability.

The impacts of climate change are largely experienced at the community level and include public health implications, water supply and storm water issues, transportation system disruptions, power disruptions, impacts to public and private properties and landscapes, and increased and/or urgent demand for social and emergency services.

The goal of preparing for climate change is to achieve greater resilience such that people, neighbourhoods, businesses, and organizations can cope with current climate variability as well as adapt to future climate change. This preserves the quality of life achieved through current development, and minimizes damages.

To formulate the new strategy, it was important for the City to gain an understanding of their current state of readiness. They undertook a thorough assessment of initiatives relating to planning, design/construction and maintenance standards.

The assessment considered eight major climate change risk conditions and extreme events and how those would impact the City's key infrastructure (water system, wastewater system, storm water system, parks, urban forestry, electrical system, and roadways/traffic signals). The assessment found several measures already in place or in progress to prepare for, and respond to, severe weather events in relation to key infrastructure. Examples include:

### **Prolonged drought**

- New landscaping design and construction specifications are being developed to ensure all new park development considers the risk of prolonged drought.
- More effective water management practices have been implemented to sustain plantings during periods of low moisture (mulching, composting, water bags on new tree plantings).

- A storm water management plan is being developed to address the risk of erosion and to reduce reliance on potable water for irrigation purposes.

### **Prolonged wet weather conditions**

- The wastewater grit removal facility has a bypass to the treatment plant to avoid direct discharge of untreated material into the South Saskatchewan River.
- Subsurface drainage is a mandatory consideration for all new roadway construction projects.

### **Intense rain events with flooding**

- New neighborhood design standards that incorporate the City's new wetlands policy are being developed, including consideration of expanded storm water facilities that include wetlands, retention ponds, swales, and rain gardens.
- A new predictive model was developed with the University of Saskatchewan to more accurately predict future rainfall patterns. This model produced various future rainfall scenarios under potential climate change conditions and is being applied to existing infrastructure to assess adequacy.

### **Damaging winds**

- Saskatoon Light & Power contingency plans allow for the bypass of downed power lines. Portable generators can provide a short-term backup power source.
- A weather event response plan has been developed for parks maintenance and urban forestry.



Storm water retention ponds throughout the city help alleviate demand on the underground storm water system during an intense rain event.





- Backup power generators are in place for water, wastewater, and storm water infrastructure (treatment plants, lift stations).

#### Heavy snowfall event/blizzard

- Alternative traffic signal timing plans to accomplish certain broad goals (clear the downtown core, bypass a major corridor/ intersection/interchange) will be incorporated into the new automated traffic management system.
- There is 24-hour access to in-house and contracted resources (staff and equipment) with priority-based response plans in place to ensure major/critical intersections and roadways are responded to on a priority basis.
- Five snow routes have been established and signed; each can be declared independently to facilitate snow clearing.

#### Mild winter with freeze/thaw cycles and icing

- Electrical conductors are designed to withstand a two-inch thick coating of ice with an 80 km per hour wind.

#### Extreme heat or cold

- In-house and contracted resources are available to respond to water main breaks.
- Alternative water supplies are provided for affected households.
- Emergency plans are being developed to address the risk to vulnerable populations.

#### Pests and invasive species

- Local, regional, and provincial surveillance activities monitor emerging threats (Dutch Elm Disease, Zebra mussels).
- Graduated response plans have been developed for certain threats.

The City makes it a priority to inform citizens of severe weather through service alerts, news releases, social media, *notifynow* (our mass notification system that can issue alerts on a wide scale basis or tailored to specific neighborhoods), and dedicated news conferences for media as required.

A communications consultant is also on call 24/7 to coordinate these responses. Improved communication between Environment Canada and key divisions within the City resulted in a new severe weather advance notification system. This new service now provides program areas with earlier information received directly from Environment Canada when certain trigger weather conditions exist that may affect service levels. This notification allows divisions to prepare operational responses as early as possible. The City of Saskatoon's climate adaptation initiatives and risk mitigation strategies will continue to be updated through the corporate risk program and the corporate asset management plan. Further refinement to asset planning and the retrofitting of existing assets will ensure the City's key infrastructure will remain resilient during extreme weather events. Through the administration's continued work on these important plans, and through infrastructure and asset management, any gaps to address issues should be reduced or eliminated over time, ensuring increased readiness to meet the needs of residents and the City – today and tomorrow.

View the City of Saskatoon's current Climate Adaptation Strategy, supporting Administrative Reports and planning documents, at [www.saskatoon.ca/climate](http://www.saskatoon.ca/climate). ■



The City's wastewater grit removal facility bypass avoids direct discharge of untreated material into the South Saskatchewan River.



- 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 starting in 2016, and begin to increase our capacity to conduct property re inspections 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 were communicated to Government Relations the first week of April, 2016 and will be sent to our client municipalities in June, 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).



# Walkable, Bikeable, Do-able: Active Transportation Beyond Recreation

Lynn Lau—Administrative and Research Assistant, SUMA

Cars and trucks—it seems we can't live without them. When we have to get to work, more than 80 per cent of us get there in a private vehicle. Hopping in the car is so second-nature, we often don't stop to consider the impact of all that driving on our bodies, communities, and wider environment.

But let's pause and consider the high price we pay for our heavy reliance on motor transport, both as individuals and as a society: the contribution to our daily activity deficit, risk of obesity, diabetes and heart disease, risk of injury, death and property loss from road collisions, the social isolation of seniors and children, ballooning greenhouse gas emissions. As South American municipal leader **Jaime Lerner** once said, the car truly is the cigarette of the future.

Municipalities can play a pivotal role in shifting more of those private vehicle trips to more sustainable, healthy modes of transport. According to Professor **Ryan Walker**, who teaches

at the University of Saskatchewan in the Regional and Urban Planning program, small deliberate changes can make a big difference to how people move around in your community. "It doesn't have to be large-scale costly endeavours," Walker says. "Creating places where people want to walk to where they need to go, not just for the Sunday stroll, that does take a certain level of improvement to infrastructure, but it's probably less than people think."

## Make it Pretty

"Think of the classic main street in the town," Walker explains. "Some basic improvements to the walking environment might include adding places for people to sit and people watch, adding planters and hanging baskets. These little improvements can help people want to spend time on foot in the street."

What is the bonus of making the street more attractive? "You begin to see more people spending time there optionally,

not just moving through the street because they have to. It can have a great impact on local businesses and civic pride."

## Think about Links

Planning consultant **Lenore Swystun**, of Prairie Wild Consulting, urges communities to inventory formal and informal linkages that already exist in the community, so that when new developments are proposed, those linkages can be preserved and even improved. "We want to avoid what has been done in larger communities with new communities that have basically two gates and you have to drive two kilometres to visit your backyard neighbour."

The Flying Dust First Nation and the City of Meadow Lake are taking linkages very seriously with plans in place to add 10 km of pathway to link existing trails in the two communities. As existing recreational pathways are connected, parts of the trail system can become useful for commuting or errands, replacing trips that would have been made in a car or truck.

## Attention to Detail

The Town of Rosetown has committed to making sure the community is safe for seniors and those with mobility challenges. As part of that commitment, they implemented a new program last year to identify and shave down uneven segments of the pavement. In addition to this, the Town provides winter maintenance for sidewalks adjacent to school grounds and on the 2.75 km recreational pathway that connects several parks to the municipal campground, museum, and civic centre. The way Councillor **Hugh Lees** sees it, attention to pedestrian infrastructure improves quality of life for residents. "Every community is looking for ways for



Pedestrian and bicycle infrastructure improve a community's quality of life.  
Photo credit: Daniel Fuller





Informal footpaths like this one worn down the side of a road shows where there are gaps in pedestrian infrastructure.

folks to get outside and interact with the environment,” he says. “People like to be active and be outside.”

#### Do it for the Kids

In Yorkton, **Sheila Hryniuk**, Chair of the Yorkton Active Transportation Collaborative, got involved in bringing bike lanes to the community because she wanted her children to be able to walk and cycle to school. “To me it’s about providing opportunities for children to access the community, as well as seniors who want to include more physical activity in their lives,” Hryniuk says.

What began as a community workshop by active transportation advocate **Mark Fenton** turned into a multi-year project to improve the city’s ‘bikeability.’ That was in 2006. Now Yorkton has six kilometres of marked bicycle lanes and is adding more pathway to the network every year. The bike lanes are prominently painted on two of the three major arteries through town. With help from the local RCMP, all seven schools in the community ran bike rodeos in May to teach Grade 3 students about the rules of the road, and two schools are working on school travel plans to collect information about how many students are biking and walking.

Her advice to other communities looking to get into bike lanes: Do not neglect the education and awareness piece. “You need to get community buy-in and understanding that although I am able to drive my car, there are people in the community who can’t, and that everyone in the community should be able to see themselves in the community.”

#### Keep Sharing the Road

When **Melanie Cairns**, originally from Toronto, moved to the Town of Pense (population 532) about 30 kilometres west of Regina, she vigilantly taught her children to stick to the sidewalks. But as the 39-year-old mother of two grew accustomed to the culture of her new community, she realized she could feel comfortable letting her children be on the streets. In Pense, the street is still a shared space. “In a smaller community,” Cairns observes, “the community is expecting the street is where children play. In the city, people are expecting the street is where cars will drive.”

Her daughter Danae learned to ride a bicycle on the town’s two paved streets, and now at nine years old, Danae can walk unaccompanied to music lessons and other destinations in town. Cairns says, “I’m not nervous at all because I have so much trust in the drivers that they are expecting kids to be on the street.”

The sense of the street as a shared space can sometimes be taken for granted and lost when the community grows. “It’s interesting to see how the aspirations of larger communities are already a reality in smaller communities,” says Swystun, the Saskatoon-based planning consultant. In her experience, helping communities around Saskatchewan with district and community planning, in smaller centres, “streets allow for a multitude of different transportation, including bikes, skateboards, go-karts, and whatever other gizmos kids in (small) communities come up with. In small communities it’s of a scale you can move through the whole community and that’s the envy of larger communities.”

#### Make a Plan

“Get a plan for what you want to do over a five-year period, and just chip away at it,” advises University of Saskatchewan Professor Walker. “Just allow yourself space to experiment a bit and just really try to make some improvements to the pedestrian environment to some of your highest priority streets.”

If you don’t already have a community plan, there are many options for getting one. The Ministry of Government Relations has information on getting a community plan in place. There’s also the option of raising funds to hire a contract planner like Swystun’s company. Communities can also collaborate with neighbouring municipalities to jointly employ the services of a professional planner. The Rural Municipality of Mervin, for example, employs planner **Yvonne Pruszek**, and then contracts her services to 21 other municipalities participating in a shared planning district. ■

**Small deliberate changes can make a big difference to how people move around in your community. It doesn’t have to be large-scale costly endeavours.**

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# The Green Municipal Fund: Your Ally for Brownfield Redevelopment

Guillaume Couillard, M.Sc., P. Geo—Green Municipal Fund Advisor, Federation of Canadian Municipalities

Nearly every municipality in Canada has a brownfield property that would benefit from redevelopment. From the small 'mom and pop' gas station to the large industrial complex, each site is unique and comes with its own set of challenges: liability concerns, environmental and health risks, regulatory approvals, funding availability, and clean-up costs. Navigating these challenges can be daunting for municipalities, particularly for those who haven't dealt with brownfield remediation. The Federation of Canadian Municipalities (FCM) is working hard to close that knowledge gap and reposition brownfields as opportunities, not liabilities.

Through its Green Municipal Fund (GMF), the FCM provides grants, loans, and capacity-building to empower municipalities to overcome barriers to brownfield redevelopment. The grants and loans provide the necessary funding to plan, study, remediate, and redevelop a brownfield site. The GMF also provides municipal practitioners with the knowledge and contacts municipalities need every step of the way, through webinars, workshops, guidebooks, and our Leadership in Brownfield Renewal (LiBRé) community of practice. In our experience, this extensive and ongoing support can be just as powerful a catalyst as funding itself.

## How do municipalities benefit from the GMF's brownfield offer?

Municipal staff assigned to a brownfield file can benefit greatly from the funding and capacity-building support offered through the GMF.

**Getting started:** To familiarize themselves with the brownfield redevelopment process, staff can consult our brownfield roadmaps, which provide an easy-to-follow path through the basic steps to redevelopment, relevant provincial legislation and available funding opportunities.

## Connecting with peers and experts:

Joining our LiBRé program connects staff with a national network of municipal brownfield practitioners. LiBRé members engage in online learning activities with their peers and other brownfield experts, and participate in annual face-to-face workshops. They share materials developed through a guided, collaborative learning process and report their progress to the GMF annually.

## Seeing what others have done:

Municipalities can get ideas and inspiration from the successes in other communities through case studies on our project database, or videos of award-winning brownfield projects.

**Receiving in-depth guidance on specific topics:** For details on challenges such as developing an effective brownfield strategy, municipal staff can participate in a GMF brownfield webinar or turn to our suite of LiBRé guidebooks, which are produced by brownfield experts and showcase best practices in brownfield redevelopment being applied across the country.

**Applying for funding:** The GMF provides a combination of grants and loans to municipalities and their partners to plan, assess, remediate, and redevelop contaminated sites.

## GMF financial support is available at every stage

GMF funding is available to support municipalities and their partners through every brownfield redevelopment step.

With grants covering up to 50 per cent of the environmental assessment costs, municipalities and their partners can afford to carefully characterize their brownfield properties and significantly reduce the uncertainties related to the site contamination. Reduced environmental risks combined with below-market-rate loans for remediation and redevelopment mean more significant economic benefits and profit margins for brownfield redevelopment. The increased benefits can then become a true leverage for communities' revitalization.

## Funding also supports innovations in remediation and green energy

GMF brownfield funding also aims at supporting innovative remediation techniques.

The GMF offers generous grants that cover up to 50 per cent of the cost (to a maximum of \$350,000) for pilot projects to evaluate a new remediation solution or technology as an alternative to dig and dump. This grant enables testing of new methods on a small scale to determine if

PLAN	ASSESS	REMEDiate	REDEVELOP
Grants* (up to \$175,000)	Grants (up to \$175,000)	Loans	Loans + Grants
<ul style="list-style-type: none"> <li>Sustainable neighbourhood action plans</li> <li>Community brownfield action plans</li> </ul>	<ul style="list-style-type: none"> <li>Phase II ESAs</li> <li>Risk Assessments</li> <li>Risk Management/remedial action plan</li> <li>Field Tests</li> </ul>	<ul style="list-style-type: none"> <li>Site remediation</li> <li>Risk Management</li> <li>Interim use—renewable energy generation on a brownfield site</li> </ul>	<ul style="list-style-type: none"> <li>For eligible capital projects in the energy, transportation, waste and water sector</li> </ul>
* For municipal governments only			





the proposed remediation approach is scalable to the remainder of the site, thus potentially reducing the environmental impact of the remediation project.

Not all contaminated sites turn into new condo redevelopment and the GMF understands that reality. That is why funding is available for projects aiming to produce green energy on brownfield (with or without remediation). That former municipal landfill or public yard could become the newest solar array or wind farm powering your community.

#### GMF results on the ground

Our unique combination of funding and capacity building helps Canadian municipalities revitalize their brownfield sites, as the examples below illustrate. We are confident that partnering with the FCM and the GMF will help Canadian communities sustain the momentum they have been building over the last few years.

##### *Cotton Mill Redevelopment, Cornwall, ON*

The GMF contributed to a project that remediated and redeveloped the site of a former manufacturing plant. The project, a partnership between the City of Cornwall and Cotton Mill Cornwall Inc., involved remediation followed by the construction of a commercial and residential neighbourhood. Located on the Cornwall waterfront, the 25,940-square-metre site was ideal for redevelopment. The GMF helped finance the remediation cost of this project.

Total project cost: \$2.0 million

Total GMF contribution: \$1.6 million

##### *Renaissance Brandon Phase II Environmental Site Assessment, Brandon, MB*

The GMF contributed to the revitalization efforts for the City of Brandon's historic downtown area. The environmental work took place on a property formerly used as a gas station, hotel, and hide-tanning operation. The study aimed to establish the extent and the nature of the contamination on the property and develop remediation strategies and redevelopment options.

Total project cost: \$62,000

Total GMF contribution: \$31,000

Take the first step to move your project from concept to reality. The first step to access GMF funding for your brownfield project is to call Guillaume Couillard at 613-907-6219 to discuss your project or send him an email: [gcouillard@fcm.ca](mailto:gcouillard@fcm.ca). Just like GMF funding, he is available to guide you every step of the way to your successful project. ■



The Cornwall site after redevelopment.  
Photo credit: [www.cornwallnewswatch.com](http://www.cornwallnewswatch.com)

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# Melville's Experience with FCM's Leadership in Asset Management Program

Terry Ross

The Green Municipal Fund™ (GMF) was born out of \$550 million endowed to the Federation of Canadian Municipalities (FCM) by the Government of Canada 15 years ago. The GMF provides funding and knowledge services to support sustainable community development, and aims to help municipalities reach higher standards of air, water and soil quality, and climate protection.

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

While the dollars the GMF has invested have helped raise the bar on infrastructure management in Canada, these dollars represent a relatively small amount compared to the billions of dollars that all three orders of government spend on municipal infrastructure projects each year.

Globally, we are at a critical juncture, in light of concerns about climate change and environmental health, and constrained financial resources to deal with significant infrastructure challenges. Every dollar spent on infrastructure must be optimally invested to ensure our long-term wellbeing. With this goal in mind, the FCM developed the **Leadership in Asset Management Program (LAMP)**. The program supports municipalities as they address some of the major structural barriers keeping them from getting the best possible long-term social, economic, and environmental value for Canadians. In early 2015, the FCM invited applications from municipalities wishing to partake

in LAMP. In September 2015, a dozen municipalities from across Canada were selected, including the City of Melville.

## Program in a nutshell

While some larger Canadian municipalities have made advances in the area, the municipal sector overall in Canada is relatively new to using asset management as a strategic business process to manage infrastructure sustainably.

It is important for Canadian municipalities to assure their citizens that infrastructure decisions made today will benefit everyone in the future. By applying asset management in such a way that it better integrates sustainability goals, communities will be better positioned to make their infrastructure dollars go further, with a smaller environmental footprint. Infrastructure is the backbone of Canada's economy and quality of life. Decisions municipalities make today about future infrastructure investments need to be based on a consistent and structured approach that assesses their economic, social **and** environmental benefits.

LAMP allows the 12 participating municipalities to develop (or refresh) an asset management policy, strategy, and governance framework so it is well integrated within existing corporate sustainability goals and strategy. LAMP is a peer-learning program where participating municipalities work together to achieve their asset management goals.

In addition to developing (or refreshing) their asset management strategies and policies, eight of the participating municipalities received funding to go further with their asset management, where innovation is needed, to ensure that environmental sustainability is taken into consideration more explicitly in infrastructure decisions.

## According to FCM

As FCM President **Raymond Louie** tells *Urban Voice*, "LAMP is another way that FCM supports municipalities to better prepare themselves for the future. Asset management is vitally important because it supports the backbone of our economy—infrastructure." President Louie adds, "Traditional asset management is linked to the financing of infrastructure. With LAMP, we include the environmental and social realms."

In a prior blog on the topic of asset management, **Donna Chiarelli**, FCM's Senior Advisor, Knowledge Services, GMF, wrote: "To date asset management planning has been pre-occupied with long-term financial planning to ensure the full costs of building, operating, maintaining, de-commissioning and renewing infrastructure are accounted for to deliver public services sustainably over the long-term. While that objective is extremely important in itself given municipalities' significant infrastructure deficit, there is still a long way to go to meaningfully integrate social and environmental considerations explicitly and systematically into asset management planning. That is why FCM's Green Municipal Fund launched LAMP in 2015 – to support innovation in asset management that will address this gap. There is still much work to be done to build this type of triple bottom line analysis into the 'DNA' of municipal decision making."

Chiarelli tells *Urban Voice*, "We are very pleased with how the collaboration is going to date. Following their selection in September, representatives from the 12 municipalities had their first face-to-face meeting at a workshop in November. At this workshop, they developed terms of reference for a common consultant, who will help them with their projects. An important first task





# Supporting Communities Where They Need It Most—the Federal Gas Tax Fund at Work in Saskatchewan

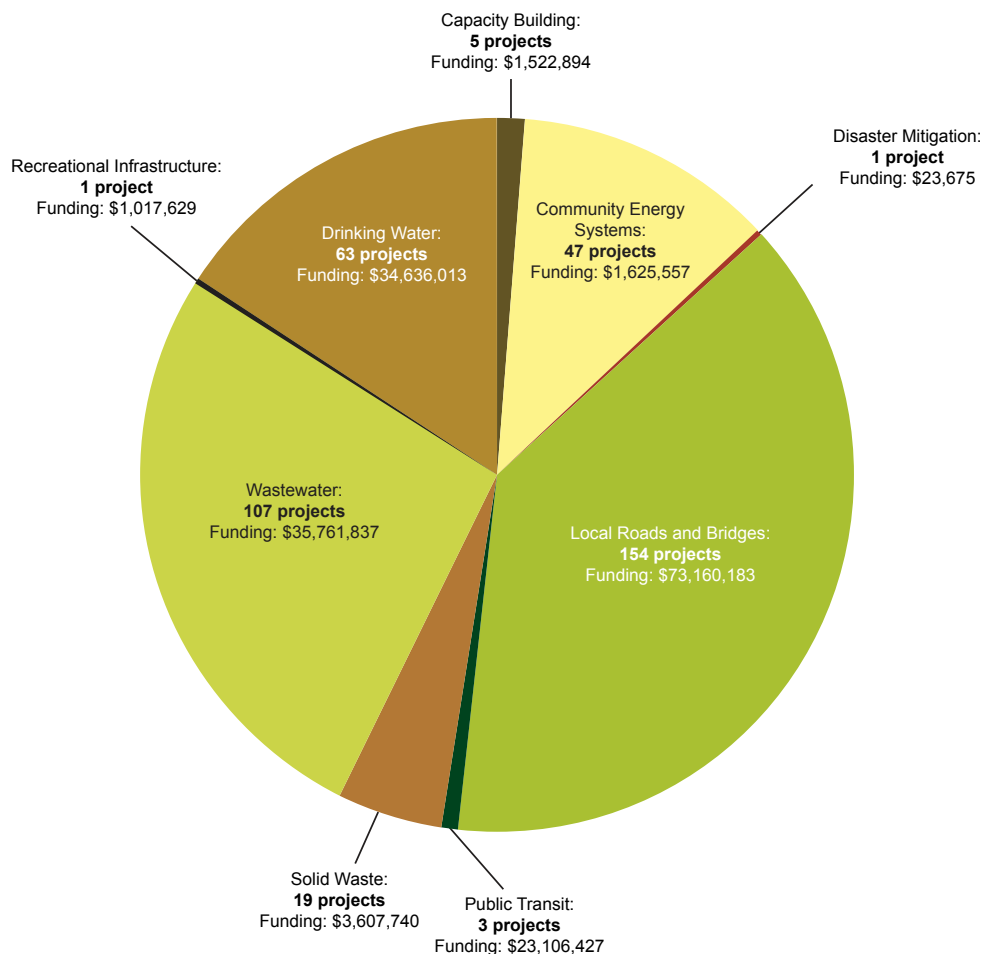
Under the federal Gas Tax Fund (GTF), municipal councils can use their annual funding allocation to undertake priority projects, bank the funds to use for larger projects at a later date, use the funds to pay for financed projects over time, or pool their funds with other communities for shared infrastructure projects. And with 18 eligible categories, communities have enjoyed the additional flexibility to apply the funds to a wide range of needs. It is with good reason that municipal leaders often comment on how much they like the permanent federal funding stream.

During 2015, the most frequent use across the province was for upgrades for drinking water or wastewater management systems (combined total of 170 projects, nearly \$70.4 million),

covering projects like water distribution pipe renewal, separation of wastewater and storm water systems, and upgrades to treatment facilities. This was similar to how communities used funding in 2014, indicating a continued need in that area. In the Town of Carnduff, for example, federal GTF funds were used to improve wastewater infrastructure by installing a back up generator to protect against cross-contamination during power failures.

Second in popularity was the local roads and bridges category (154 projects, nearly \$73.2 million). Under this category, the Town of Hudson Bay paved two blocks and recapped 12 blocks of streets identified as local priorities in

**Breakout of Active Saskatchewan Projects in 2015 by Funding Category (by number of projects)**







their pavement assessment study. The study identifies road conditions and prioritizes them based on need. By undertaking the improvement before roads are completely deteriorated, the existing road structure and base is protected, and the useful life of the existing road infrastructure is extended. Local residents benefit from a lower tax rate and a better surface for travel.

Community energy systems was the next most popular (47 projects, over \$1.6 million) and were predominantly oriented towards building retrofits. For example, the Village of Kennedy reduced the energy consumption for their municipal building by replacing windows, insulating the attic, and tinning the roof to seal the building envelope. The building houses the village office, regional library and fire hall.

The rest of the funding towards projects in the province was spread across nine of the 14 remaining eligible categories.

These statistics are telling. When Saskatchewan's communities were given the opportunity to direct funding to what they need most, as is the case with the federal GTF, municipal councils indicated that their greatest needs were in four main areas: drinking water, wastewater, local roads and bridges, and making their municipal facilities more environmentally sustainable. The similarities with the recent federal budget are not a great surprise. In fact, this similarity should reinforce that a new collaborative relationship is emerging among all orders of government.

With respect to overall infrastructure funding, in 2015, representatives of the Government of Canada (at several levels) embarked on an engagement strategy to learn first-hand from provinces and territories; municipalities and their associations; indigenous peoples; and other stakeholders how it should design federal funding programs to best meet their needs.

*Investing in Canada* (Phase 1) of Budget 2016 was the result of initial discussions and input. Phase 1 is focused on improving public transit, water and wastewater systems, and protecting existing infrastructure from the effects of climate change. But it also includes measures to accelerate projects related to the state of good repair (rehabilitation) of existing infrastructure—predominantly roads, bridges and municipal facilities.

*Investing in Canada* (Phase 2) will announce new funding programs under three main categories—public transit, green infrastructure, and social infrastructure—with \$19.7 billion available under each category. Exactly how these programs will roll out is still to be determined through ongoing stakeholder engagement discussions, but one thing is for sure: Municipalities have many infrastructure investment needs, and this increased federal funding will help communities address more of these pressing needs.

And as part of that solution, the flexibility of the federal GTF will continue to let communities across Saskatchewan focus their allocation on their remaining local infrastructure needs. ■

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# Budget 2016: Investing in Saskatchewan's Future

Infrastructure Canada

Experts around the world agree that public investments in areas such as infrastructure are crucial to driving economic growth and strengthening the middle class. This is because investing in infrastructure helps deliver much more than buildings, sewage systems, water pipes, roads and bridges—it connects Canadians to their communities and allows them to be active participants. Infrastructure is really about delivering on people's needs. It means a safe place for women fleeing domestic violence, decent places for seniors to live, efficient public transit to get around, clean drinking water, and much more.

The Government of Canada began engaging stakeholders across the country last fall to better understand the needs of Canadians and their communities. We heard from our provincial and territorial partners, community leaders and their associations, industrial sector organizations, indigenous organizations, individual Canadians, and other interested groups. This engagement continues.

In Budget 2016, the Government of Canada announced its new infrastructure plan, *Investing in Canada*. It proposes historic new investments in infrastructure that will

total more than \$120 billion over the next decade, including \$60 billion in new money for public transit, and green and social infrastructure.

As a result of early consultations, the Government of Canada has crafted Phase 1 of the plan. It provides immediate investments that will create jobs, support clean, sustainable growth across the country, and help build a lasting legacy for the future. These investments will pave the way for a new, responsible and evidence-based approach to public infrastructure investments aimed at building communities that thrive socially, environmentally and economically. The first phase will also lay the foundation for Phase 2, a strategic, longer-term infrastructure investment strategy, to be announced within the next year.

Phase 1 of the Government of Canada's plan to lay the foundation for Canada's future includes:

- \$3.4 billion to upgrade and improve public transit systems across Canada;
- \$5 billion for investments in green infrastructure projects across Canada;
- \$3.4 billion for social infrastructure, including affordable housing, early learning and child care, and cultural and recreational infrastructure and

community health care facilities on reserve;

- the transfer of unused funding under previous funding programs to provincial and territorial federal Gas Tax Fund allocations as a one-time top up for 2016-17; and
- the acceleration and streamlining of funding approvals under the New Building Canada Funds.

In all, Phase 1 is aimed at committing more than \$10 billion in federal funding over the next two years to support public infrastructure projects from coast to coast to coast.

Saskatchewan will be getting its fair share of this funding. For example, under the Public Transit Fund alone, Saskatchewan communities with existing public transit services will share about \$29 million to support the renewal of their public transit systems. The funding will be targeted to projects that deliver increased capacity, enhance services or improve environmental outcomes.

*Investing in Canada* provides Saskatchewan communities with access to new federal funding to support:

- the modernization of water and wastewater infrastructure;
- alternative transportation fuel







infrastructure, including charging infrastructure for electric vehicles, and natural gas and hydrogen refueling stations;

- initiatives to foster regional electricity cooperation, and the development of building codes and standards that integrate climate resiliency requirements; and
- infrastructure that provides greenhouse gas reduction opportunities to address climate change.

And, recognizing that infrastructure is not an end in itself, but is the means by which we build a more prosperous, inclusive and sustainable country, the plan means additional federal funding to:

- improve access to affordable housing for low-income individuals and families, including seniors;
- repair and modernize existing social and affordable housing;
- repair and build housing units in indigenous communities;
- repair and build new shelters for women and children fleeing violence;
- enhance services to address homelessness;
- repair and upgrade child care and health facilities on reserves;
- support cultural and recreational infrastructure projects; and
- support immediate upgrades to indigenous child care resources.

Saskatchewan communities will also continue to receive more than \$59 million in indexed annual funding through the federal Gas Tax Fund, and to benefit from expedited

approvals for proposals submitted under the 2014 New Building Canada Fund (NBCF). There is still \$348.1 million remaining in the NBCF allocation for Saskatchewan, which the Government of Canada hopes to fully commit to specific projects over the next two years.

Together, Canada, Saskatchewan

and its communities will create economic growth and jobs, and build resilient and inclusive communities across the province. Early investments will lay the foundation of a more inclusive society, for stronger economic growth, and for a better quality of life for the middle class and those working hard to join it. ■



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# Sharing the Responsibility

## Businesses Share Recycling Program Costs with Municipalities, First Nations and Regional Waste Authorities

Multi-Material Stewardship Western (MMSW)

Saskatchewan recycling programs used to be paid for entirely by local governments (municipalities, First Nations) or regional waste authorities. But now, businesses and organizations registered with Multi-Material Stewardship Western (MMSW) that distribute packaged goods and paper to households in Saskatchewan will begin to pay a portion of the costs for municipalities to collect and recycle the packaging and paper collected from residents.

Since the Multi-Material Recycling Program (MMRP) launched on January 1, 2016, MMSW has reached agreements with 459 municipalities and First Nations, and nine regional waste authorities, covering 85 per cent of Saskatchewan households. These agreements provide for per household financing for local governments and regional waste authorities to use towards funding recycling programs.

Local governments and regional waste authorities that operate residential collection programs for packaging and printed paper can choose if they wish to participate in MMSW's program. Those that participate will receive payments in exchange for providing performance data and following MMSW's collector and processor policies and procedures.

"MMSW is ensuring businesses are taking on responsibility for the recyclable materials that end up in the residential waste stream, says **Allen Langdon**, Managing Director of MMSW. We are very excited to continue to grow the MMSW program and work together with municipalities, First Nations, and regional waste authorities within Saskatchewan."

Packaging and paper make up about 40 per cent of household waste in Saskatchewan. As a result of the program, businesses are able to work with local governments and regional waste authorities to increase diversion and the recovery of valuable resources

by providing residential consumers with sustainable ways to dispose of their recyclable waste packaging and paper.



### Who is MMSW?

Multi-Material Stewardship Western (MMSW) is a not-for-profit agency established in 2013 to develop and implement a waste packaging and paper (WPP) stewardship program in the province of Saskatchewan on behalf of businesses obligated under legislation. MMSW members include retailers, restaurants, importers, manufacturers, distributors or wholesalers, and any organization that supplies packaged goods and/or paper and flyers to Saskatchewan residents. MMSW is governed by a Board of Directors made up of representatives from companies that pay fees to cover the cost of the program.

### The journey to launching MMSW

Stakeholders and the Saskatchewan government began working on an MMRP in the province nearly 10 years ago. In 2013, the government passed *The Household Packaging and Paper Stewardship Program Regulations*. In response to the regulations, MMSW submitted a Waste Packaging and Paper Stewardship Plan. After approval of the plan, the Saskatchewan Ministry of Environment announced some amendments in late 2014 before the program could be launched. MMSW responded to the ministry with a revised plan designed to address the ministry's amendments.

Those amendments included:

- permanent exemption for businesses with less than \$2

million in gross annual revenue, that generates less than one tonne of household packaging and paper, or that operate as a single retail store;

- two-year transition exemption from reporting and paying fees, with the exception of payment of an annual \$500 flat fee, for all newspaper publishers with annual revenue more than \$2 million and all other businesses with annual revenue between \$2 million and \$5 million; and
- approval of stewardship fees by the Minister of Environment during the transition exemption period.

In 2015, MMSW submitted a revised stewardship plan that was approved by the ministry in October 2015, allowing MMSW to launch on January 1, 2016.

### Looking ahead

MMSW is continuing to build out more partnerships to support the diversion of waste from landfills in Saskatchewan. An ad campaign was launched in March 2016 to introduce MMSW to Saskatchewan residents and to inform them that businesses are now sharing the costs for managing recyclable materials in the residential waste stream. Social platforms were also created for MMSW to provide news and recycling tips, and answer any questions residents have on the program. You can follow MMSW on Twitter @SKRecycles and Facebook at Saskatchewan Recycles – MMSW.

The MMSW program is creating incentives for businesses to think green, reduce the amount of packaging and paper they use, choose recyclable packaging, and make changes to packaging to increase recyclability.

"We look forward to what's to come with the MMSW program," adds Langdon. "It's all about finding ways to reduce waste and build a greener economy here in Saskatchewan."





### How to join in

Saskatchewan municipalities who wish to join MMSW can email [info@multimaterialsw.ca](mailto:info@multimaterialsw.ca). For those municipalities who are already members with MMSW and need help preparing for the first reporting cycle, resources are available on the MMSW website ([www.mmsk.ca](http://www.mmsk.ca)) to assist you. You may also email [serviceprovider@multimaterialsw.ca](mailto:serviceprovider@multimaterialsw.ca) or call 1-855-886-4558.

Here is a general guide of MMSW packaging and paper materials. For more information, please consult our *WPP Stewardship Plan* (page 7) for a full description of obligated materials. ■



Type of Material	Included	Not Included
Packaging	✓ Paper	
	✓ Plastic	✗ Beverage containers
	✓ Steel & other metal packaging	✗ Oil containers
	✓ Aluminum	✗ Antifreeze containers
	✓ Glass	✗ Diesel exhaust fluid containers
	✓ Expanded polystyrene	✗ Some paint containers
	✓ Plastic films	
Paper	✓ Newspaper	
	✓ Newsprint (inserts & circulars)	
	✓ Magazines	✗ Bound books
	✓ Catalogues	✗ Paper products that could become unsafe or unsanitary to recycle
	✓ Directories	
	✓ Paper for general use	
	✓ Purchased posters, calendars, greeting cards, blank envelopes	

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## **Why should we apply?**

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

## **Who can apply?**

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

## **How can I apply?**

- ✦ Nominations open Friday, June 10, 2016.
- ✦ Visit [www.municipalawards.ca](http://www.municipalawards.ca) to get full details and a nomination form.
- ✦ Deadline for nominations is **Friday, September 9, 2016.**

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

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# WORKING PROACTIVELY FOR SUMA MEMBERS

Sean McEachern—Policy and Communications Director, SUMA

The world of municipal government is constantly changing and the public policy issues we deal with reflect this environment. Over the past year, SUMA's Policy and Communications team has been focused on a wide range of issues and initiatives. Here is a snapshot of some of those issues:

## **Elections Campaigns**

We successfully launched campaigns during the federal and provincial elections that addressed municipal issues, including federal and provincial infrastructure funding, public safety and emergency preparedness, reinstatement of the long-form census, and making municipal revenue sharing permanent. We engaged members and the public through television ads, social media, online advertising, and letters to the editor. We encouraged them to get involved in the elections, and to ask candidates what they are doing for urban governments in the province.

## **Conflict of Interest Legislation**

In 2015, the province introduced Bill 186, *The Municipal Conflict of Interest Amendment Act, 2015*, which proposed sweeping changes to municipal governance and extended the provincial ombudsman's responsibilities into the municipal sector. SUMA, while welcoming collaboration on strengthening accountability, was concerned the original proposed amendments did not strike the right balance between ensuring transparent government and avoiding unnecessary burdens. While Saskatchewan residents should be confident in municipal officials, they also need feel confident in seeking office and serving their community without risk to their professional livelihoods and personal privacy.

The policy team worked diligently and cooperatively with government, and following numerous drafts and considerable work reviewing and providing comments to government on improvements, SUMA was able to influence significant portions of the legislation. In the end, however, the province chose the form and timing of the legislation without the broad consultation SUMA had encouraged. We continue to monitor its implementation and its effect on local governments.

SUMA continues to be involved in working with the province to develop a renewed oath of office, code of ethics, and whistleblower protection provisions for the municipal sector.

## **Fair Compensation for Attending Motor Vehicle Collisions**

The matter of fair compensation for municipal fire departments attending vehicle collisions continues to be a priority. Working alongside SARM and other municipal partners, SUMA submitted a business case based on data provided by municipal fire departments to SGI, outlining the rationale for an increase in rates. SGI's response to the proposal was not favourable. They were not confident that the data presented was a true

representation of the actual costs. We then took the matter to the minister responsible and were directed by the minister to continue to work with SGI officials to resolve the matter. Going forward, we will be engaging a third-party research firm to confirm the data we have, and we will continue to push until compensation rates increase to reflect actual costs.

## **Recycling**

The launch of the Multi-Material Recycling Program (MMRP) on January 1, 2016 was a significant milestone. SUMA had worked with government and industry for years to implement a province-wide program that would benefit municipal recycling programs. With the launch, 459 local governments are set to benefit from nearly \$4 million in funding in 2016.

## **Landfills**

SUMA is also a member of the Ministry of Environment Landfill Advisory Team. This group was established to discuss best practices in landfill operations, give advice to communities struggling with compliance, and provide recommendations to inform the Ministry of Environment's work on its provincial solid waste management strategy. As the province works to develop their strategy to encourage regional services and reduce the number of landfills, SUMA will be at the table to ensure the interests of urban municipalities are considered.

## **Advocacy Days**

Planning is underway for SUMA's third round of Advocacy Days, which are scheduled for mid-June. These meetings have proved to be a valuable engagement tool, connecting the SUMA Board of Directors with provincial cabinet ministers and making ministers aware of the issues SUMA is currently moving forward.

## **Provincial Budget Recommendations**

Following the election, SUMA submitted a proposal to the government with recommendations for the 2016-17 provincial budget. This document reflected many of the issues raised in the provincial election advocacy campaign. The document speaks to a wide range of topics, but most importantly, it focuses on making the municipal revenue sharing permanent, so that the province cannot easily modify the program without consultation with, or notice to, municipalities. The document also included the need to: fund regulatory changes that transfer new responsibilities to local governments; create a Made-in-Saskatchewan municipal infrastructure program; and contribute one-third of the portion to transit and green infrastructure projects, where the federal government is contributing fifty percent—thereby allowing local governments to reduce their financial burden, as per the federal government's stated intention.



### **Aquatic Invasive Species**

Aquatic invasive species, such as zebra mussels, are a looming risk to Saskatchewan's water bodies, recreation facilities, and water infrastructure. SUMA has joined with

SARM and the Provincial Association of Resort Communities (PARCS) in asking the provincial government to take immediate action to prevent the spread of these invasive species. SUMA will also be researching their impact on local governments and developing a formal policy on combatting their spread.

### **Federal Census Campaign**

Starting May 2, 2016, Statistics Canada sent census letters and packages to all Canadian households. The census collects demographic information on every man, woman, and child living in Canada. Information from the census is used by local governments in planning services such as public transportation, recreation, and police and fire services. In addition, population estimates obtained from the census are used to allocate federal Gas Tax Fund payments and revenue sharing funding from the province to municipalities. SUMA produced material you can use to encourage your residents to complete the census. Public information will also be available in weekly newspapers and through social media and traditional media.

As you can see, the SUMA Policy and Communications team is involved in a wide range of issues. We consistently aim to ensure

the voice of Saskatchewan's urban governments is heard and understood.

SUMA plays a critical role in representing the interests of Saskatchewan's cities, towns, villages, resort villages, and northern municipalities. While the SUMA Board of Directors is given the authority by the membership to work on their behalf and ultimately accountable to the membership for the work performed by SUMA, the day-to-day responsibility to ensure the voice of urban governments is heard falls to the Policy and Communications team.

The Policy and Communications team is made up of individuals who are dedicated to advancing and protecting the interests of SUMA members: **Sean McKenzie** (Senior Policy Advisor), **Tiffany Wolf** (Communications Advisor), **Steven Dribnenki** (Policy and Legal Advisor), and me, **Sean McEachern** (Director of Policy and Communications).

We strive to be proactive and respond quickly to emerging issues that affect SUMA members. We are regularly engaged in committee work internally and externally, conducting research, formulating policy positions, developing learning opportunities for elected officials and municipal employees, delivering programs, addressing legal concerns, and ensuring members are up to date on issues through our various communication channels. You can keep up with our work by signing up for our email newsletter, *Urban Update*, visiting our website at [www.suma.org](http://www.suma.org), and continuing to read *Urban Voice*. ■

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### **Lexcom: Infrastructure Asset Management – There Is An Answer!**

Lexcom, an engineering and information technology company founded in Regina over 20 years ago, is answering the challenge many municipalities and communities are asking about managing infrastructure assets. One challenge is with an aging infrastructure there will be an increase in maintenance and operational costs as well as significant increases for replacement costs going forward. "Infrastructure is not just what is in the ground but it is a vast collection of infrastructure assets that need to be proactively managed and maintained", explains Bryan Janz CEO of Lexcom.

There is concern that a degrading infrastructure and the challenges to maintain it has a national economic impact as investment levels and maintenance programs are key to safety, security and responses to emergencies. "Lexcom is an advocate of proactively managing infrastructure through

our information technology services and our engineering expertise", explains Darcy McLane, VP of Lexcom. In addition, "our inspection platform is built on ISO Standards to manage to compliance" states Mr. McLane.

More recently, infrastructure management has gathered municipal leaders, regulatory bodies and engineering professionals to ensure that the focus is now on information technology and a greater level of performance accountability. That further emphasis is creating new thinking, new ideas, new insight and even mentorship. "Lexcom is an industry champion by looking at new ways of approaching infrastructure asset management to improve the health of our infrastructure through sensor technology, data collection and analytics, surveys and advanced asset management techniques through our Quality Management Program" says Mr. Bryan Janz.

For further information, please visit us at [www.lexcom.ca](http://www.lexcom.ca) or toll-free (877) 539-2663.

# LEGAL WRANGLES: LAWSUITS AND INJUNCTIONS

Steven Dribnenki—Legal and Policy Advisor, SUMA

Difficult problems can require creative solutions. In Saskatchewan, the vast majority of residents take pride in their hometowns, and generally follow bylaws passed in the interest of public health and safety. But a few do not play by the rules, often to the detriment of everyone else. Worse, some individuals will willfully ignore notices or adopt intimidating sounding arguments. Others will simply continue doing what they know they should stop doing—regardless of tickets and notices.

Two recent court decisions shed light on alternative enforcement options that are available through municipal legislation: suing to collect payments for bylaw violations and stopping violations through injunctions.

In *Pilot Butte (Town) v Gerein, 2015 SKPC 142*, the Town successfully

elected to seek enforcement of the bylaws by suing in small claims court. This alone would make it recommended reading, but it also provides a good review of providing notice and dealing with difficult residents making fake legal arguments. Even more helpfully, the court attached the full bylaw with the decision.

In 2006, the Town decided to start a water project with the goal to provide water to all the properties in town. After this work was completed, the Town passed bylaws to make it mandatory for premises on these properties to use Town water, and set out penalties for any property owners who failed to do so. Unfortunately, some residents refused to follow these bylaws and hook up to Town water.

The decision provides a good look at the fair process the Town used in seeking compliance and enforcement. First, the Town notified the non-compliant residents by letter received on or about August 12, 2014 that since the system was operational in June 2013 and the deadline for connection was March 31, 2014, if the residents were not in compliance by September 15, 2014 a Notice of Violation would be issued. When the ratepayers failed to comply, they received Notices of Violation that had been sent by registered mail on or about September 19. The notices stated that they owed the Town \$100 and the further per day sum of \$2.50 until they complied.

At trial, the ratepayers set out several arguments, including disputing receiving the notices. This argument was dismissed by the court, as the “deemed served” provisions of section 390 of *The Municipalities Act* state that ratepayers are considered to be served by documents sent by registered mail after 10 days. This useful section effectively prevents deliberate attempts to actively refuse service.

The court also dismissed fake legal arguments raised by two of the ratepayers. These arguments, referred to as Organized Pseudolegal Commercial Arguments (OPCAs), can be quite intimidating. Hallmarks of OPCAs, particularly those raised by the “freemen-on-the-land” and related groups, include claims that governments are legal fictions and that laws are contracts that OPCA individuals, as “flesh and blood humans,” can choose to follow or ignore. Courts are increasingly dealing with these frivolous arguments in a dismissive fashion, particularly as seen in the decision *Meads v Meads, 2012 ABQB 571*. While it is important to listen and understand real issues that may be raised by residents, it is also important not to be frustrated or confused by fake





(and often voluminous) arguments OPCA individuals may raise. As an aside, in any event, the court appropriately noted that small claims courts have no power to quash municipal bylaws—as that power lies with the Queen's Bench Court.

In the end, the court found that the Town had the power, pursuant to section 368 of the act, to sue for the penalty amounts which had amounted to \$985 for each non-compliant property and costs (a total judgment of \$3,940 and a further \$60 in costs).

In certain extraordinary circumstances, it may be critical to stop offending actions in their tracks. Applying at the Queen's Bench Court for an injunction can be the best way to do so. In *Air Ronge (Northern Village) v Werchola, 2011 SKQB 237*, the Village successfully applied for an interlocutory injunction prohibiting the defendant taxi operators from continuing their taxi operation at their residence. The Village had sued the defendants and applied for the injunction pursuant to section 390 of *The Northern Municipalities Act, 2010* in order to stop the operation until the resolution of the lawsuit. The court noted for a municipality to secure injunctive relief from continuous bylaw breaches, it only needs to prove that it has a strong prima facie case (in general terms, a strong case based on the court's first impressions of the evidence).

The Village provided evidence of the bylaw violations by way of affidavit evidence from neighbours who had lodged complaints about the operation. The neighbours had observed a number of taxis coming to, going from and parking at the residential property, and the sounds of dispatching coming from the open windows.

While the court allowed that the residents could park their own taxi at the residence (one car per resident), the Village was granted the interlocutory injunction until resolution of the lawsuit. This included restraining the defendants from using the residence as a headquarters, dispatching, or base of operation, parking taxis not being used by the residents, and for shift changes for taxi drivers.

While difficult situations can seem impossible to resolve, municipalities have a great deal of powers and innovative options. The Pilot Butte and Air Ronge

decisions are both helpful, illustrating ways of dealing with bylaw enforcement beyond tickets and notices. That said, they will not work in every situation, and legal actions always carry costs and risks. Any action should be carefully considered and all options carefully weighed. The best way to do so is by getting legal advice. And above all, any enforcement activity should also be carried out fairly—and best if according

to an enforcement policy that emphasizes fairness. That way, everyone can take pride in their hometowns.

*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. ■*

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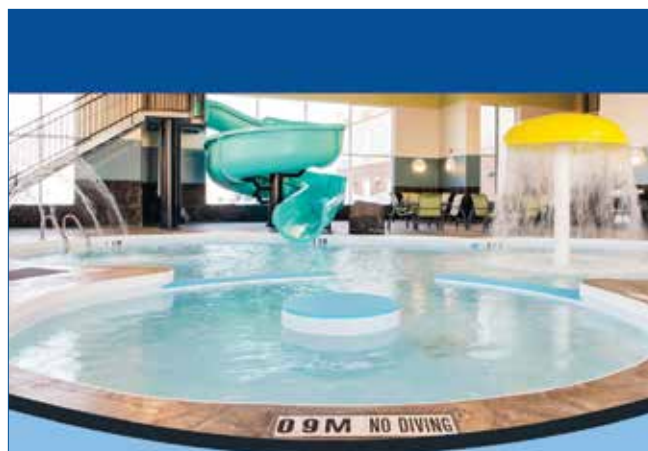
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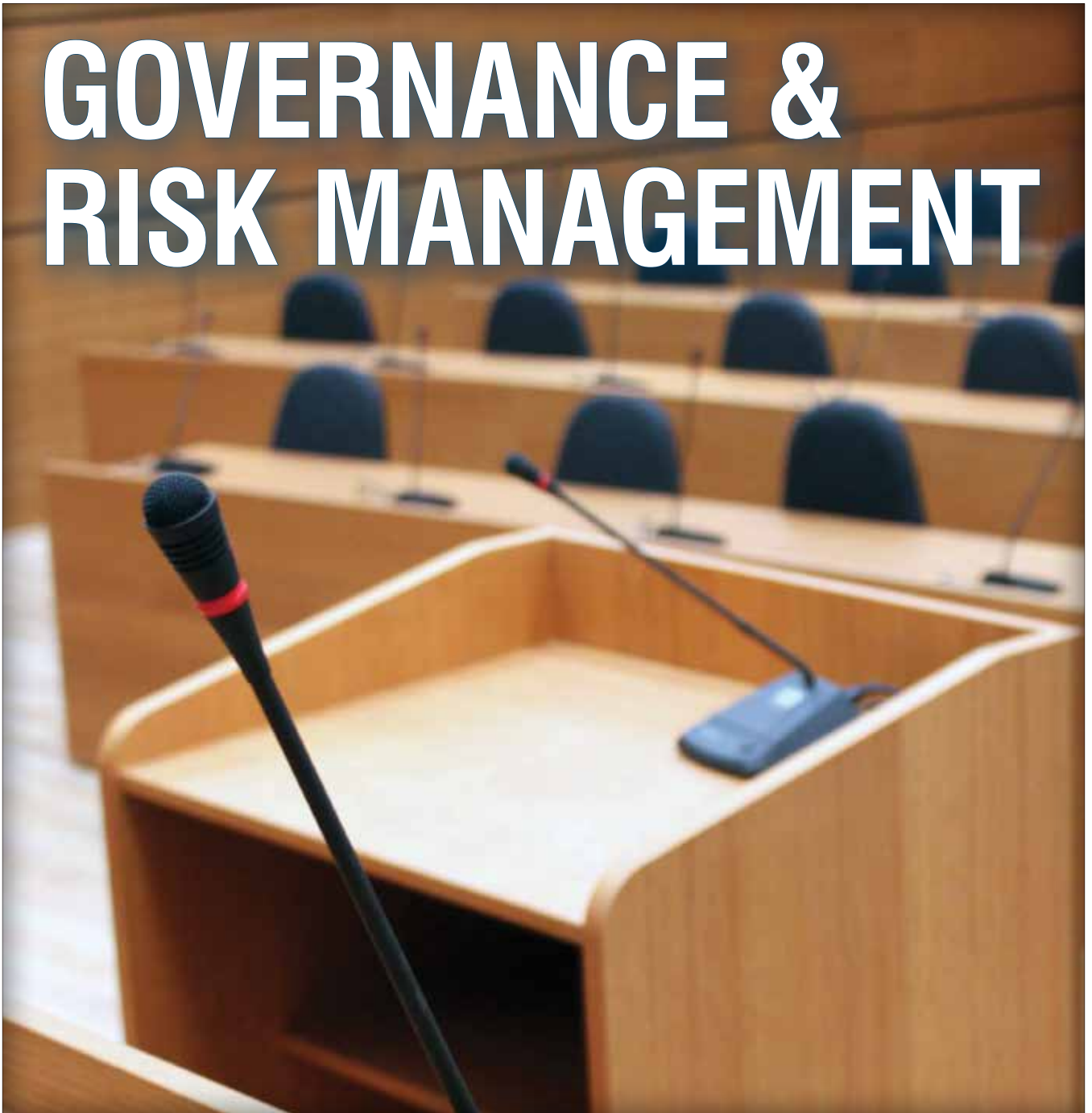
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In the next issue...

# URBAN*Voice*

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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:

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- 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.
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## First Data – your payment processor consultant

**Nelson Crowder** is an account executive with First Data, the company that offers municipalities the ability to accept debit and credit card payment at their offices. He prefers to use the term “consultant,” however, as he truly enjoys the opportunity to sit down with municipal representatives to have a business conversation on how they accept payments from their citizens—whether that payment is to settle a tax bill, a water bill, a parking fine, a rink rental, or myriad other services.

“I want to know what a specific municipality is doing (or not doing) in the area of payment,” says Crowder, “Is their current system working or are there other systems they are not aware of that might be more suitable to their situation? I see my job as creating awareness among municipalities or any business for a reliable, cost-effective solution for their adoption of electronic payments.”

At one time, citizens would pay their municipal debts with a cheque or, occasionally, cash. These days, citizens are much more tech savvy and prefer to pay via debit card or credit card. How does a municipality get the capability to accept payment from these ‘new age’ sources of payment? That is where Crowder and his team from First Data come in.

“We can set up a debit and credit card payment system at a municipality and offer preferred pricing through our SUMAdvantage program,” states Crowder. “Not only that, we can customize any program from a variety of products that will enable them to accept, for example, online payments for rec centre usage or smartphone payments for campsite bookings.”

## First Data®

One of the first concerns that municipal representatives broach with Crowder is the cost of implementing an online payment system. He responds, “There is a setup cost and a nominal fee for accepting payment online, but this is more than negated by the cost savings through the SUMAdvantage program. Plus, municipalities actually save money—costs associated with chasing down these debts, plus the overhead, transaction and administrative costs associated with the old way of payment. I would be pleased to sit down with any municipality to give a free cost analysis of their situation.”

Since First Data’s SUMAdvantage program got going a couple years ago, Crowder is pleased with its progress. “The number of municipalities that have signed on with First Data is growing steadily,” he says. “I look forward to discussing its advantages with even more municipalities in the future.”

Crowder concludes, “The use of debit and credit cards is steadily on the rise, while paper cheques and cash are decreasing every year. Municipalities’ ratepayers are demanding the new system of payment. Shouldn’t your municipality be proactive in this regard?”

If you are interested in finding out more about First Data’s SUMAdvantage program, visit [www.firstdatacanada.ca](http://www.firstdatacanada.ca) or call Nelson Crowder at 306-241-5008. ■

## Design with community in mind



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

If you need additional information, please contact SUMA's 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.sourceforsports.ca">www.sourceforsports.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.succesos.com">www.succesos.com</a>
Office Products	Supreme Basics	800-667-3690	<a href="http://www.supremebasics.com">www.supremebasics.com</a>
Shipping Labels	SUMA	306-525-3727	<a href="http://www.suma.org">www.suma.org</a>

### 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	Evergro	800-661-2991	<a href="http://www.cpsagu.ca/pages/evergro.aspx">www.cpsagu.ca/pages/evergro.aspx</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.	888-731-8882	<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>
	Guardian	800-214-1477	<a href="http://www.atstrafficgroup.com">www.atstrafficgroup.com</a>

### HOTEL AND VEHICLE

Fleet Management and Vehicle Rental	Enterprise Rent-a-car	800-736-8227	<a href="http://www.enterprise.ca">www.enterprise.ca</a>
Regina Hotel and Convention Host Hotel	DoubleTree by Hilton (Regina)	306-525-7580	<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	306-242-8881	<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>



# Partner Newsletter

## Saskatchewan Crime Stoppers

Saskatchewan Crime Stoppers is a non-profit organization that combines the efforts of the public, the media and the police to solve crimes in our communities.

Founded in 1987, Saskatchewan Crime Stoppers works with the RCMP to provide anonymous reports of criminal activity in Saskatchewan's rural municipalities, cities, towns, villages, and First Nations communities. There are four other Crime Stoppers programs operating within the province working with their local police departments: Regina, Saskatoon, Prince Albert, and Moose Jaw.

## Making Communities Safer

By offering cash rewards of up to \$2,000 in exchange for information leading to an arrest or charge while maintaining tipster anonymity, Saskatchewan Crime Stoppers is making our communities safer to live, work and raise a family.

Over the years, we are proud to have contributed to over 3,200 arrests, the recovery of over \$8.8 million in stolen property, and \$8.1 million in drugs seized in the province of Saskatchewan!

## We Could Not Have Done It Without Your Help!

Saskatchewan Crime Stoppers is very grateful for the support we receive from our funding, media and community partners. It is through your support that we are able to make this province safer one tip at a time!

## Key Highlights From 2015

It was a busy year for Saskatchewan Crime Stoppers in 2015. To drive awareness and usage of the program, we worked with many local media outlets, travelled across the province attending trade shows, and delivered numerous program presentations to community groups, schools, and First Nation Bands.

## The Results

- 6,735 calls received
- 1,457 tips
- 101 charges laid
- 83 cases cleared
- 46 arrests made
- \$40,670 in property recovered
- \$32,221 in drugs seized
- \$19,950 in tips awarded

And with your help, 2016 will be even better!



SASKATCHEWAN CROP INSURANCE CORPORATION



## Contact Saskatchewan Crime Stoppers:

**Sgt. Rob Cozine**  
RCMP Police Co-ordinator  
639.625.3027

## Submit a tip:

Talk 1-800-222-8477 (TIPS)  
Text "TIP206" to CRIMES  
Type [www.saskcrimestoppers.com](http://www.saskcrimestoppers.com)



## 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)



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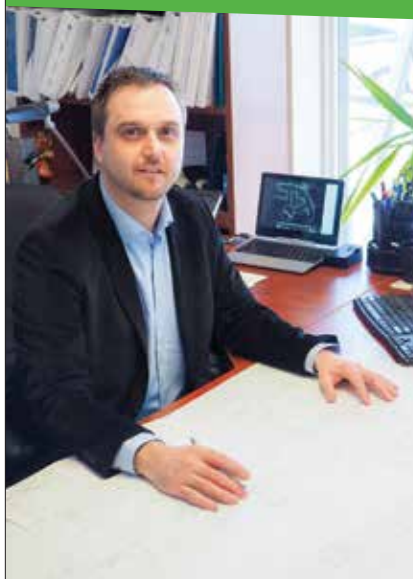
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Clifton Associates	6	306-721-7611	<a href="http://www.clifton.ca">www.clifton.ca</a>
Commercial Pool and Recreational Products	40	888-523-9274	<a href="http://www.cp-rp.com">www.cp-rp.com</a>
CUBEX	37	204-336-0008	<a href="http://www.cubexltd.com">www.cubexltd.com</a>
Ducks Unlimited Canada	9	306-569-0424	<a href="http://www.ducks.ca">www.ducks.ca</a>
Enbridge Pipelines	31	403-231-3900	<a href="http://www.enbridge.com">www.enbridge.com</a>
EPRA Saskatchewan	36	888-567-4535	<a href="http://www.recyclemyelectronics.ca/sk">www.recyclemyelectronics.ca/sk</a>
Fer-Marc Equipment Ltd.	39	306-569-9041	<a href="http://www.fer-marc.com">www.fer-marc.com</a>
Handy Hitch	29	800-665-2490	<a href="http://www.handyhitch.com">www.handyhitch.com</a>
Industrial Machine Inc.	36	587-286-2772	<a href="http://www.industrialmachine.ca">www.industrialmachine.ca</a>
Jeff Jackson Playground Pro	27	866-757-5502	<a href="http://www.playgroundpro.ca">www.playgroundpro.ca</a>
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MPE Engineering Ltd.	43	866-329-3442	<a href="http://www.mpe.ca">www.mpe.ca</a>
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Collin says, "Being able to assist in solving our client's growth and stress on aging infrastructure, for satisfaction to the end user is a motivator for my team, as we are the end users as well. A Healthy Community is important to me so contributing is a priority. I pride myself on volunteering, donating to the cause and attending industry events."

Contact Collin at [halliwellc@ae.ca](mailto:halliwellc@ae.ca) or call him at 306-721-2466.



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Saskatchewan Assessment Management Agency	17	800-667-7262	<a href="http://www.sama.sk.ca">www.sama.sk.ca</a>
Saskatchewan Association for Resource Recovery	7	877-645-7275	<a href="http://www.usedoilrecyclingsk.com">www.usedoilrecyclingsk.com</a>
Saskatchewan Heritage Foundation	25	306-787-2105	<a href="http://www.pcs.gov.sk.ca/shf">www.pcs.gov.sk.ca/shf</a>
Saskatchewan Parks and Recreation Association	47	306-780-9231	<a href="http://www.spra.sk.ca">www.spra.sk.ca</a>
Saskatchewan Workers Compensation Board	35	800-667-7590	<a href="http://www.worksafesask.ca">www.worksafesask.ca</a>
SaskCulture	40	866-476-6830	<a href="http://www.saskculture.ca">www.saskculture.ca</a>
SaskEnergy	13		<a href="http://www.clickbeforeyoudig.com">www.clickbeforeyoudig.com</a>
SaskTel	52	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>
Stantec	44	306-781-6400	<a href="http://www.stantec.com">www.stantec.com</a>
SUMAssure	15	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	43	877-734-3113	<a href="http://www.taxervice.com">www.taxervice.com</a>
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## MEET KELLY HOARE

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"THE ABILITY TO HAVE A REMOTE LOCATION, REMOTE ADMINISTRATION, AND REMOTE PHONE CALLS, COMBINED WITH THE IDEA OF BEING MOBILE IN THE EVENT OF AN EMERGENCY, IS QUITE VALUABLE."

### INTEGRATED BUSINESS COMMUNICATIONS

Kelly Hoare is the Administrator of the Town of Shellbrook. In the event of an emergency, it's Kelly's job to get information out to Shellbrook's 1,500 residents, right from a water or sewer break update, all the way to a tornado warning. "We recently made improvements to our disaster recovery plan by installing SaskTel Integrated Business Communications service," says Kelly. "It gives me additional mobility since I can access and re-route my phone from an Internet connection."

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