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Winter 2008

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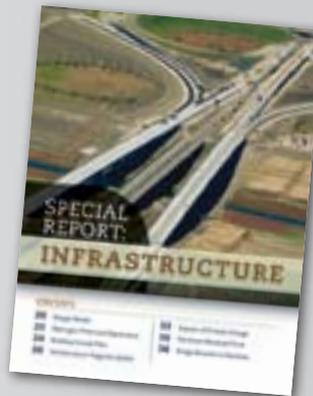


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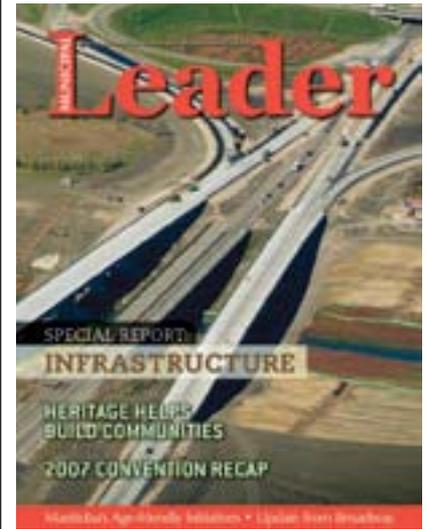


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Cover: Manitoba's bridges are part of this issue's Special Report on Infrastructure.

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## AMM Mission Statement

The Association of Manitoba Municipalities identifies and addresses the needs and concerns of its members in order to achieve strong and effective municipal government.



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Ron Bell, President

## Convention sets stage for significant anniversary

Another Convention has come and gone and I have to begin by thanking the entire AMM delegate body for acclaiming me to serve another term as President of the Association. I truly appreciate your goodwill and encouragement and I plan to work as hard, if not harder, on your behalf over the next year as I have over the past three years.

I'd also like to congratulate Urban Vice-President **Shirley Kalyniuk** and Rural Vice-President **Doug Dobrowolski** on being re-elected and acclaimed, respectively. The three of us have served as your Executive team for one year now and I truly appreciate the confidence shown in our leadership. What the experience has shown us, I think, is that we are going in the direction that our membership wants us to. Together, we will continue to move forward on the many issues you raised during Convention.

In fact, we began moving forward even before Convention adjourned, by meeting with Premier Doer and members of the Provincial Cabinet on November 29 just prior to the Ministerial Forum. This is an annual meeting that gives us the opportunity to discuss the most critical issues raised by our membership directly with the Premier. Our number one issue was, not surprisingly, fiscal balance – a leading issue throughout Convention. We used the opportunity to raise a number of other hot-button issues with Cabinet as well. You can view the complete position paper we presented to Premier Doer on the AMM website at [www.amm.mb.ca](http://www.amm.mb.ca).

One issue that has arisen since Convention concerns the Conservation Districts (CD) Program in Manitoba. On December 19, I received a discussion document from Manitoba Water Stewardship, entitled

*Conservation Districts Program: Framework for the Future*. This document is causing a great deal of concern for municipalities. With the *Planning Act* still a fairly recent development, municipalities are now faced with a mandate that could affect local planning to an even greater extent.

A consultation process is in place, and the AMM intends to fully participate in this process. I cannot stress enough how important it is for YOU, our members, to also participate. This is an initiative that could have extremely far-reaching effects on our local planning activities, and everyone involved needs to take action.

“We have become a truly unified organization.”

Of course, we will keep you informed and up-to-date on this issue. In the meantime, you can view the discussion document and download

a feedback form at [www.gov.mb.ca/waterstewardship/agencies/cd/index.html](http://www.gov.mb.ca/waterstewardship/agencies/cd/index.html). Remember, you have an important role to play in this dialogue, and it is imperative that you have a say.

In closing, while it is always exciting to begin a new year, it is especially true of *this* year, as 2008 represents the 10-year anniversary of the AMM. This is such a highlight for all of us, as it not only represents 10 years of growth, it represents what we have become over the past decade – a truly unified organization. The AMM is one of the few municipal associations that represent ALL municipalities – north to south, rural to urban, province-wide. It is that spirit of partnership and cooperation that makes it such an honour for me to serve as your President. ☘



Joe Masi, Executive Director

## Wrapping up one year, unwrapping the next

The AMM 9<sup>th</sup> Annual Convention has come and gone, and by all accounts it was a resounding success. A total of 970 delegates attended, making it our second-largest attendance in Brandon to date. We had a full slate of excellent speakers, both policy-related and motivational, along with seamless and efficient resolutions sessions.

As you know, the participation of our membership is crucial to the success of an event of this magnitude. The board and staff of the AMM collectively feel that this year in particular, the contribution of our members was extremely positive. An air of optimism and spirit of working together for a common goal was evident throughout the entire Convention. This, in my opinion, only helped to improve an already top-notch agenda, and will give us momentum as we move forward with our lobbying efforts in 2008.

The next item on the AMM events calendar is the first education session of 2008, *Communicating for Results: From Conflict to Cooperation*, on Tuesday, January 29, 2008, at the Clarion Inn & Suites in Winnipeg. **Priti Shah** is an articulate and enthusiastic presenter who has been doing public speaking for more than a decade and who brings a diverse personal and professional background to her presentations. If you haven't registered yet, time is indeed running out. Log on to our website at [www.amm.mb.ca](http://www.amm.mb.ca) to register online. If

you have missed the first session, don't worry – it is only the first of three excellent sessions we have scheduled for you this year. For more information, contact our Events Coordinator, **Donna Belbin**, at [dbelbin@amm.mb.ca](mailto:dbelbin@amm.mb.ca), or visit our website for complete details.

We will soon be taking registration for Mayors, Reeves and CAOs meetings online also – these are coming up in mid-March. Visit the AMM Events Calendar at [www.amm.mb.ca](http://www.amm.mb.ca) for dates and locations.

Those of you who attended Convention will also be aware of our new logo – and if you did not hear about it there, you will see evidence of our new “look” throughout this magazine and on virtually everything else we produce. This logo is the first initiative in a year-long celebration of our 10-year anniversary, which we officially kicked off just prior to adjourning the Convention. Watch for further details on other events throughout the coming year. This is indeed an exciting milestone for our association and one we could not have reached without the ongoing support of our membership. It is this support, and the spirit of partnership I witnessed during Convention, that truly drives us to do the work that we do each day. Thank you and I wish you all the best in 2008! ☺



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**FULL FRONT DOOR ACCESS TO MANITOBA LEGISLATURE**

The Honourable **Gary Doer**, Premier of Manitoba, recently announced that the Manitoba Legislative Building is the first in Canada to provide full access to the front entrance.

The universal access ramp, located on Broadway Avenue, comes at a cost of \$1.8 million. Handicap accessible parking stalls are available near the entrance to the ramp. The ramp allows two way traffic for wheel chairs as well as providing a circular landing that enable visitors to view the legislative building and grounds. Custom made front doors will soon be installed to accommodate wheelchairs, strollers and visitors. All improvements reflect the architectural style of the legislative buildings, which are 87-years-old.

**NAME CHANGES**

According to *The Municipal Act*, changing from Reeve to Mayor is allowed. The most recent name change is Mayor Steve Strang (formerly Reeve) of the RM of St. Clements. The RM of Tache and the RM of Ritchot have also made the change. The term Mayor is more identifiable when dealing with other provinces or countries.

**SELLING NAMING RIGHTS TO WINNIPEG'S CIVIC BUILDINGS**

Mayor **Sam Katz** recently announced that the City of Winnipeg plans to sell the naming rights for the city pools, arenas, buildings and services. This decision is as a result of a \$2 billion infrastructure shortfall. Money raised through this program will go to infrastructure, city services and competitive taxation. The sponsorship program will go through council debate and if approved, the City will announce a list of partnerships that they are interested in. A website will also be constructed for those businesses that are interested. Historical buildings will not be included in this plan. Canadian cities such as Calgary, Ottawa and Toronto already have sponsorship programs in place.

**PROGRAM PROVIDES WAGE SUBSIDIES FOR MANITOBA EMPLOYERS**

Manitoba employers can now receive up to \$500,000 in wage subsidies from the Manitoba Works program through Employment Manitoba. Municipalities and non-profit employers can receive a full minimum wage salary for up to one year to provide

employment and training for people receiving welfare. Other employers can receive up to a 50% wage subsidy to provide on the job training.

Manitoba Works is striving to provide permanent employment for subsidized employers.

**ALTONA TOWN COUNCIL SAYS "GOODBYE" TO BOTTLED WATER AND COOLERS**

The Altona town council has decided that what is good for town residents should be good enough for town employees. Town offices will no longer have water coolers or bottled water available for employees. Altona's water supply is purchased from the Pembina Valley Water Co-op. Water quality is monitored by town staff. Financially, this will result in a savings of \$500 to \$600. This is also an environmentally friendly decision, as fewer plastic bottles will end up in the local landfill site.

Employees can bring their own bottled beverages to work if they so choose. A municipal resolution also enables bottled water to be supplied in emergencies and for local firefighters when fighting fires. ♻️

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# **REGIONAL** COLLABORATION

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Don't miss this unique workshop that will give you an opportunity to work together on 'real life' issues faced by each of the groups participating in the workshop.

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*This workshop is being offered in collaboration with the Montana Public Policy Research Institute and the Lincoln Institute of Land Policy.  
Special thanks to Government of Manitoba Intergovernmental Affairs Department for financial support for the workshop and to the Association of Manitoba Municipalities for their generous sponsorship.*



Dale Lyle,  
MMAA President

## Keeping our eye on the road ahead

As I approach the end of my term as President of MMAA, I find I am measuring the time left by performing certain functions for the last time: my fourth and last series of fall district meetings this past September, my last AMM Conference as President and my Second last *Leader* article. I'm not sure why, but when it comes to drafting reports, writing letters, preparing by-laws, I can produce voluminous amounts of relevant documents, but when I have to sit down and do a free flowing article like this, I never know where to start.

One of the most pleasurable parts of my time as President of MMAA has been

attending AMM Board meetings and interacting with AMM Board and staff. I have been truly impressed with the focus and direction of AMM and the great working relationship AMM has with both the Province and MMAA.

For the 9<sup>th</sup> AMM Conference "Mission Possible" this year, the theme focused on the sometimes-stormy journey that municipalities travel to improve their citizens' quality of life. While it seems straightforward enough, this journey is seldom a smooth one. There are plenty of bumps on and potholes in the road. After all this is Manitoba and of course there isn't any shortage of potholes.

Chief Administrative Officers and senior staff are chosen by council to identify and address these barriers on a daily basis; and to keep the municipality on the road, always pointed forward. Chief Administrative Officers and senior staff are responsible for the placement and operations of the systems that are required in order to move in the direction mandated by the elected officials on council. Together, we make the "Mission: Possible."

On behalf of the Manitoba Municipal Administrators Association, I want to wish everyone a Happy and Prosperous New Year. ☺

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# Mayors and Reeves of the Capital Region forge new ground

The Mayors and Reeves of the Capital Region are creating conversations within the halls of many businesses and government agencies in the province. The activity of the group, as it moves ahead to forge an even stronger Capital Region, has caught the attention of many who feel it has been long overdue. Times are changing and the understanding of the importance of working together for the betterment of the region, its citizens and the environment is at the forefront of these conversations. The bottom line is that, as elected officials, the Mayors and Reeves have responsibilities to forge new ground for the success of the region – something that they are doing!

Led by a strong Executive Committee, the 15 municipal leaders have an ambitious agenda laid out for the coming months. “It is time that other Provinces are looking at us, instead of us looking at them!” is the measure of success laid out by Co-Chair, Mayor **Steve Strang**. “As municipal leaders, we work most closely with the public. We have a responsibility to lay out a vision



for the future citizens of this region that will position us for competitiveness and an enviable quality of life.” This means shaping the direction of the region in a number of areas such as transportation policy; environmental stewardship; economic growth; and guiding the region’s development in an environmentally sustainable manner.

To achieve this ambitious vision, the group has identified a number of areas to focus their attention. A full listing of projects

the group is undertaking can be found on the organizations’ website at [www.wmcrp.com](http://www.wmcrp.com). One major project they are working on is an Inventory of Assets in the Capital Region. Once completed, it is envisioned that any prospective investor in the region could enter certain variables into an interactive database. The database would provide a number of different options throughout the region for locating their new commercial or residential development.

The group is also deeply concerned about the health of our rivers and lakes. To that end, they are working together with Manitoba Education and Training to see that students are educated about the pivotal role these natural resources play in the Capital Region economy.

As well, they will soon be issuing a statement regarding the importance of ensuring that public transit options are available in the region. Co-Chair, Mayor **Ross Thompson** says, “All the projections available tell us that the region is poised for growth. The availability of transportation options throughout the region



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will impact the sustainability of the entire region. It is a leadership issue, and we must be proactive in ensuring that it is addressed”.

Moving towards the development of a regional vision framework for the region will be a major focus for the organization over the next six months. “Manitoba’s Capital Region is in the enviable position of being able to plan for anticipated growth, rather than having to react to out-of-control growth,” asserts Mayor Strang. Capitalizing on an investment made over the past two years by the Mayors and Reeves of the Capital Region, Minister Steve Ashton, the Inter-governmental Affairs Department of the Province of Manitoba and the Federation of Canadian Municipalities (FCM), the group will use a software tool entitled *CapitalRegionQuest* to examine future scenarios for growth in the region. Through community consultations, a study of best practices in other jurisdictions, and a professional development workshop entitled *Learning to Think and Act like a Region*, the organization intends to produce a number of vision statements that will provide a picture and plan for the preferred future of Manitoba’s Capital Region. This Framework will present a common vision for the region that will align with and be supported by local planning.

The *Learning to Think and Act Like a Region* workshop is a pivotal step in provid-

ing the group with the tools to vision and work together across boundaries. Recognizing that many municipalities face these challenges, this professional development opportunity is being made available to all municipal organizations across Manitoba. The workshop will be held on **Thursday, April 10 – Friday, April 11** at the Fort Garry Hotel in Winnipeg. The workshop will be led by the Montana Public Policy Research Institute, specialists in working with North American municipalities on issues of regional collaboration. It will provide participants with the latest informa-

“We have a responsibility to lay out a vision for the future citizens of this region that will position us for competitiveness and an enviable quality of life.”

tion on the practices of regional collaboration and strategies that will aid in moving regional initiatives from vision to action. Unique to this workshop will be an opportunity to work together on ‘real life’ issues faced by each of the groups participating in the workshop. For further information, or to register, visit [www.wmcrp.com](http://www.wmcrp.com).

Collaboration is the new ‘buzz word’ in the Capital Region and that direction is attracting lots of attention to the group. “We have come to realize,” says Mayor Strang, “that we can no longer compete against each other if we want to keep up with the global marketplace. We must be able to cooperate and see that what may benefit one partner in the short term, will benefit the entire capital region in the long run.”

## UPCOMING EVENTS

### March, 2008

- 13 AMM Mayors, Reeves & CAOs Meeting - Interlake
- 14 AMM Mayors, Reeves & CAOs Meeting - Eastern
- 17 AMM Mayors, Reeves & CAOs Meeting - Parklands
- 18 AMM Mayors, Reeves & CAOs Meeting - Midwestern
- 19 AMM Mayors, Reeves & CAOs Meeting - Western
- 20 AMM Mayors, Reeves & CAOs Meeting - Central
- 26 AMM Mayors, Reeves & CAOs Meeting - Northern

### April, 2008

- 16-17 Municipal Officials Seminar & Tradeshow - Brandon

### June, 2008

- 9 AMM District Meeting - Interlake
- 10 AMM District Meeting - Central
- 11 AMM District Meeting - Western
- 12 AMM District Meeting - Midwestern
- 13 AMM District Meeting - Parklands
- 16 AMM District Meeting - Northern
- 17 AMM District Meeting - Eastern

### November, 2008

- 24-27 AMM 10th Annual Convention - Winnipeg



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WATCH FOR:



**The Leader's**  
new design in our  
next issue out at  
the end of March!



# Throne Speech addresses municipalities

By Tyler MacAfee, AMM Director of Policy and Communications

Things got back underway at the Manitoba Legislature in September, picking up where they left off from the shortened June sitting. Over the fall months, 20 bills were passed before the first session of the 39<sup>th</sup> Legislature adjourned on November 8.

Of note, the bill creating the new February holiday was passed, as was the bill creating new foundations to create tributes in the memory of peace officers, firefighters and other workers who have lost their lives on the job.

A couple of bills were of note for municipalities. The first was *The Forest Health Protection Act*, which essentially extends the previous *Dutch Elm Disease Act* to other trees. The requirements for municipalities are now extended to these new areas.

A second bill of note is a minor change to *The Planning Act*. Bill 20 closes a minor loophole in the revised *Planning Act* and deals with a situation when two or more existing livestock operations should be treated as a single operation.

After a short week off, Broadway was buzzing again with the Speech from the Throne marking the start of the 2<sup>nd</sup> session of the 39<sup>th</sup> Legislature. This session's Throne Speech highlighted a number of initiatives that will be of interest to municipalities.

Under the umbrella of "Green and Growing," the Throne Speech made a \$150 million commitment to rural and northern water and wastewater projects, as well as \$206 million to upgrade all three wastewater treatment plants in Winnipeg as part of tri-level negotiations to address the City of Winnipeg's capital requirements. The AMM will be looking

into whether this is entirely new funding, or if the intent is to recover this funding from existing programs.

The Speech also made mention of requiring the capture of methane emissions from large landfills, which will have positive environmental benefits for the province. A new fuel mandate for biodiesel was also mentioned, as were new restrictions on household use of dishwashing detergents and lawn fertilizers to help protect lakes and rivers. New measures to address cottage and residential septic fields, as well as a new strategy to conserve water were included.

Under the ever-popular banner of tax reductions, the speech indicated that the farmland school tax rebate will increase to 70% in 2008, up from the current 65%. Directed at creating healthy families, the speech committed to an expansion of child-care spaces by another 2,500 over the next two years. In the area of health care, new nurse training spaces will be added at Manitoba's universities and colleges, as well as new training spaces at the University of Manitoba School of Medicine. A new primary-care paramedic program will be introduced at Red River College, and several regions of the province will see new investments, with a new hospital planned for Selkirk, new operating facilities at Ste. Anne Hospital and a redevelopment of the emergency ward at Steinbach's Bethesda Hospital.

Safer communities were also a focus of the speech, which committed to hiring more police officers as the first step in a new commitment to add 100 officers. The expansion of the Lighthouses program to provide more places for young people to play sports, study or go online in the evenings was included, as

was an expansion of the Turnabout program to provide more monitoring and alternative outings for children under 12 who come in conflict with the law.

Northern Manitoba will see the enhancement of the University College of the North's main campus facilities in The Pas and Thompson, with additional satellite university campuses in remote communities. The expansion of training of health professionals for northern areas was indicated, as was the further expansion of the successful Northern Healthy Foods Initiative with the development of a commercial greenhouse at Grand Rapids.

The expansion of the Neighbourhoods Alive! Program to the five communities of Flin Flon, The Pas, Dauphin, Portage la Prairie and Selkirk was also mentioned again. Housing made the speech as well, with the commitment to construct new affordable housing across the province as part of the HOMEWorks! Program, and revitalize over 13,000 public housing units. Also in the speech was a commitment to begin implementing a plan to double funding for recreation facilities across the province including support for proposed facilities in Winnipeg, Brandon, The Pas, Portage la Prairie and the Selkirk Library. The speech also committed to launch the Road to 2010 tourism promotion strategy with a goal of reaching \$2 billion in annual tourism revenue by 2010.

As with each year, the AMM will closely follow the progress of the key initiatives proposed in the speech and ensure that those of benefit to municipalities are fulfilled.

A copy of The Speech from the Throne is available at [www.gov.mb.ca/throne.html](http://www.gov.mb.ca/throne.html). ☞

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# Age-Friendly Manitoba Initiative

By Mariam Omar, Seniors & Healthy Aging Secretariat

Due to the aging of the world population, the development of age-friendly communities is receiving global attention. According to the United Nations, the current world population of older persons (60+) is at 600 million. In direct response to this changing demographic, the World Health Organization (WHO) with participation from the Public Health Agency of Canada (PHAC) launched the Global Age-Friendly Cities (GAFC) project. The aim of the project was to create an international age-friendly city guide, which was released October 1, 2007. Thirty-three cities, including Portage la Prairie, Rio de Janeiro, Cancun, Moscow, and Tokyo participated in the research and development of this guide. The purpose of the guide is to assist cities to become more age-friendly.

In a parallel initiative, the Canadian Age-Friendly Rural and Remote Community Initiative (AFRRCI) was developed to create a similar guide, with a focus to assist smaller, rural and remote communities to become more age-friendly. Ten communities across Canada, including Gimli, participated in the development of this guide.

In Manitoba, approximately 158,000 Manitobans are aged 65 years and older, and this total is expected to increase by 43% over the next 20 years. With 93% of Manitoba seniors living in the community, this increase will result in communities facing new opportunities and challenges in responding to this population's needs and desires.

In a continued effort to address and support the changing needs of older Manitobans, the Province has launched the Age-Friendly Manitoba Initiative. By actively engaging and assisting all municipal corporations, the initiative is designed to make Manitoba the most age-friendly Province in Canada.

In partnership with the AMM, Manitoba Chamber of Commerce, and the University of Manitoba's Centre on Aging, the Age-Friendly Manitoba Initiative is designed to facilitate the development of age-friendly communities across Manitoba. It will provide the guides and other resources to assist communities in becoming more age-friendly.

One of the most exciting features of the initiative is its 'do-ability'. Because the implementation process takes place at the local level, the community collectively determines the age-friendliness of its environment, and the issues and concerns that are relevant and specific to it.

An age-friendly community benefits people of all ages. Secure neighbourhoods are safe for children, youth, women and older adults. Families experience less worry and stress when their older relations have the services and supports they need. Barrier-free buildings and streets enhance the

the most age-friendly Province in Canada is achieved.

Making communities age-friendly is one of the most effective policy approaches for responding to an aging demographic. In an age-friendly community, structures related to the physical and social environment are designed to support and enable older people to "age actively" – that is, to live in security, enjoy good health and continue to participate fully in their communities. Public and commercial settings and services are made accessible to accommodate varying levels of ability. \$

*"An age-friendly community benefits people of all ages."*

mobility and independence of both younger and older persons with disabilities.

Ten interested communities across Manitoba have been selected to participate in the first round of the initiative. Approximately every six months additional communities will be selected to join the initiative until the vision to make Manitoba

For more information regarding the Age-Friendly Manitoba Initiative, contact:

**Seniors & Healthy Aging Secretariat**  
822-155 Carlton Street  
Winnipeg, MB R3C 3H8  
Phone: 204-945-6565  
Email: [seniors@gov.mb.ca](mailto:seniors@gov.mb.ca)  
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TAKING ADVANTAGE OF THE PAST:

# Heritage MAKES PEOPLE happy

BY REID DICKIE | PART 1 OF A 2-PART SERIES

**Heritage champions** are feeling much less lonely these days. Around Manitoba, it is easy to find a growing appreciation of and hunger for authentic heritage experiences.

For example, *Doors Open Brandon*, a weekend event that satisfies curiosity about heritage buildings, public and private, by inviting visitors inside for a free look. **Heather Ewasiuk**, Brandon's Heritage Resources Officer, reports that the annual event draws almost 6,000 people, many of them tourists.

"People often call weeks in advance to confirm the dates and what locations are on the tour," says Ewasiuk. "We've noticed an increase in the number of repeat visitors and more out-of-town people taking the tour."

Since 2000, the heritage advisory committees in the rural municipalities of Langford, Lansdowne and Rosedale have cooperatively researched and created one-day bus tours of area heritage sites. Now offered for three days, the tour sells out immediately. Incredibly, the organizers have never repeated a site on any of their tours.

(continued on page 16)

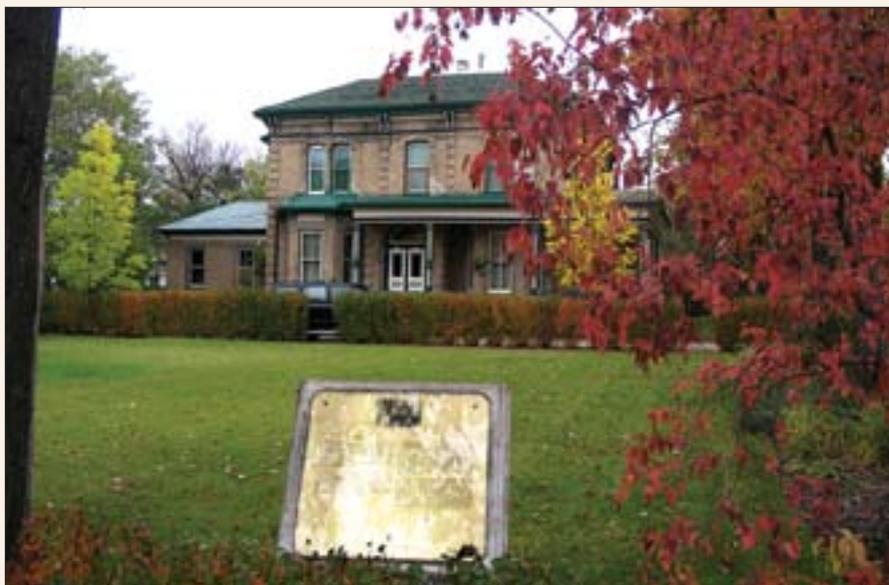
## HERITAGE UPKEEP

Maintenance is essential to the future of heritage buildings. A basic maintenance plan starts with familiarizing yourself with current standards and guidelines for heritage conservation. Identify the elements that define your property's heritage value. Historic Places Initiative at [www.historicplaces.ca](http://www.historicplaces.ca) has detailed information on current standards and identification methods.

Now begin assessing your building. A thorough, physical inspection, done by someone with broad, detailed knowledge of past and present building methods, can help identify problems. Prioritize what needs immediate attention and what can be included in routine maintenance.

After stabilizing specific deterioration and making any emergency repairs, you can develop a cyclical maintenance plan. Do an annual assessment in the fall and make a list of conditions that require your attention. Follow through with the needed tasks each spring. If done regularly, a maintenance plan will prevent extensive and expensive repairs and increase comfort and value. Vigilance pays off.

To help with maintenance planning Manitoba Culture, Heritage, Tourism and Sport is developing a maintenance manual. Designed to help heritage property owners and others interested in heritage understand the benefits and methods of properly maintaining heritage buildings, the manual will be available in 2008. ☛



**Above:** Villa Louise, an 1888 Italianate-style villa restored by the Stephen Hayter family, is a popular stop during *Doors Open Brandon*. The house was designated a provincial heritage site in 1991.

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Heritage makes people happy. We benefit from heritage conservation and maintenance on many levels. On a personal level, it honours our forbearers while reinforcing our own and future generations' sense of identity. Socially, heritage work creates pride in the physical achievement and renews community spirit. Culturally, heritage sites provide educational opportunities for schools and citizens. Economically, heritage attracts tourism while restoration and maintenance give local trades people and suppliers added business. Creatively, heritage buildings often serve as movie locations for Manitoba's booming film industry.

Another significant benefit is heritage conservation as recycling. Think beyond just cans and newspapers. Old building restoration is recycling on a large scale. Rather than discarding the place's history and materials, adaptive reuse helps the environment and the community. **Donovan Rypkema** of Place Economics estimated that when we tear down a small heritage building, we wipe out the environmental benefit of the last 1,344,000 aluminum cans that we've recycled.

Heritage building conservation is cost-effective. Costs per square foot are lower for restoration than for new construction. In their long-term planning, many heritage boards and owners are now considering geothermal for its efficiency and low cost.

Municipal heritage advisory committees have provided both method and impetus for councils to take advantage of local heritage sites and integrate them into their planning. Passionate committee members identify, develop and interpret local heritage according to their resources. For example, Selkirk's committee researched historically appropriate street names and gave council a list to use for new developments. In Hamiota, a sturdy old bank found new life as a busy arts centre. Gimli's 1915 public school went from the demolition list to being a vibrant town centre housing the amalgamated rural municipality and town offices, museum and art gallery. There are many other Manitoba heritage success stories.

Community Heritage Manitoba (CHM), a province-wide association of heritage advisory committees that was formed in 1997, advocates for members. CHM chairman **Cal Martin** says, "In this age, when technology and change are moving so fast, people need something to hold on to. Heritage offers that foundation."

A vibrant community embraces its heritage. "Towns that are doing well have a really strong heritage base to them," says Martin. "It's a pillar of their community.

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Many municipalities now include heritage in their short and long term planning. Gimli Heritage Corporation founding member and town councillor **Bill Barlow** states, “We are doing major strategic planning to keep Gimli’s success going and heritage is a big part of that.”

Essential in heritage planning is ongoing maintenance of restored sites, such as the Gimli Public School and Hamiota bank. “Gimli’s fire chief **Gary MacGregor** inspects the old school from top to bottom annually,” Barlow says. “He notes things that need a little bit of work but the restoration was so well done, there has been nothing major.” (See sidebar on page 15) §

*In Part Two of this series, discover why and how municipalities around the province are passing bylaws, giving tax breaks and creating policies that protect heritage sites and promote local heritage issues and projects. Also, find out about the role of economic development officers in heritage conservation.*

#### Contact:

**Heritage Buildings Unit**  
Historic Resources Branch  
Manitoba Culture,

Heritage, Tourism and Sport  
Main Floor, 213 Notre Dame Avenue  
Winnipeg, MB R3B 1N3  
Phone: 1-204-945-3067  
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<http://www.gov.mb.ca/chc/hrb/index.html>  
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**Right:** Gimli Public School, built in 1915, was saved from demolition by a group of concerned citizens. Today it serves the community again, housing municipal and provincial offices, a museum and an art gallery.



## BUILDING COMMUNITIES

THROUGH ARTS AND HERITAGE

Is your municipality commemorating the 100<sup>th</sup> anniversary (or greater in multiples of 25 years) of a local, historically significant event or person?

**OR**

Are there any local organizations/groups in your municipality planning an event or activity that is open and accessible to the public and strongly encourages and promotes the participation of everyone in their community?

If so, they may be eligible for funding under the Government of Canada’s new **Building Communities Through Arts and Heritage Program**. This program was created to support local arts and heritage festivals and events, and to engage Canadians in their communities through the expression, celebration and preservation of local culture. Eligible events and activities must be local - created by and for your community. They must be open and accessible to the public and

strongly encourage and promote the participation of everyone in your community.

All applicants must provide written confirmation of support (financial or in-kind) from their municipal government or equivalent authority and must include the value of this support in their project budget.

For more information on eligibility, applications and future deadlines, go to [www.pch.gc.ca/communities](http://www.pch.gc.ca/communities) or call **1-800-661-0585**. §

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Il y a dans votre municipalité des organisations ou des groupes locaux qui planifient une activité ou une manifestation à laquelle le public peut participer et qui favorise fortement la mobilisation de tous les membres de la communauté?

Si c’est le cas, votre municipalité ou ces organisations ou groupes pourraient avoir droit à un financement dans le cadre

du nouveau programme du gouvernement du Canada appelé **Développement des communautés par le biais des arts et du patrimoine**. Le programme a été établi pour appuyer les festivals et les activités mettant à l’honneur les arts et le patrimoine locaux ainsi que pour favoriser la participation des Canadiens et des Canadiennes à la vie communautaire par l’expression, la célébration et la préservation de la culture locale. Les manifestations et activités admissibles doivent être locales, c’est-à-dire créées par et pour votre communauté. Elles doivent être ouvertes et accessibles au public, et promouvoir fortement la participation de

tous les membres de votre communauté.

Tous les candidats qui présentent une demande doivent fournir une confirmation écrite de l’administration municipale ou d’une autre instance équivalente, qui stipule qu’elle appuie le projet financièrement ou qu’elle offre des biens ou des services, dont la valeur doit être inscrite au budget.

Pour obtenir de plus amples renseignements concernant l’admissibilité, la présentation de demandes et les dates limites futures, composez le **1-800-661-0585** ou consultez le site Web à l’adresse suivante : [www.pch.gc.ca/communities/index\\_f.cfm](http://www.pch.gc.ca/communities/index_f.cfm). §



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# SPECIAL REPORT:

# INFRASTRUCTURE

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# DANGER AHEAD!

## The current state of municipal infrastructure in Canada

By Tyler MacAfee, AMM Director of Policy & Communications

**In November 2007** the Federation of Canadian Municipalities released *Danger Ahead: The Coming Collapse of Canada's Municipal Infrastructure* authored by **Dr. Saeed Mirza** from McGill University. Never in the recent past has a municipal report generated as much discussion and interest as this report has since its release.

Immediate national attention was paid to the report following its release at a news conference in late November. Coverage on all the major national news stations followed, as did coverage on local stations, supporting the argument that the infrastructure deficit is of both local and national interest. The report was also shared with the federal government, and was discussed publicly by Federal Minister of Finance Flaherty, whose

negative comments about the report helped to keep the report a top news story.

Everyone knows that there is an infrastructure deficit. It is abundantly clear that more is needed than municipalities can fund alone. All orders of government have acknowledged this, and we have seen some action. The GST Rebate and Gas Tax Program at the federal level, the Building Manitoba Fund provincially, and programs like the Municipal Rural Infrastructure Fund are all in recognition that this is the responsibility of all orders of government and is bigger than municipalities can handle alone. However while action has been taken, it has been done without really knowing the full extent of the deficit. This new FCM report quantifies the current deficit, and sheds light on the seriousness of the current problem.

The report indicates that today the municipal infrastructure deficit is estimated at \$123 billion. Most alarming is not just the magnitude of the number, but that this is more than doubled from the 2003 estimate of \$60 billion. The rate of increase clearly shows that action must be taken now to address this alarming trend. It isn't going away, and it sure isn't getting any easier.

The report breaks down the deficit into a number of sub-deficits, including:

- \$31 billion - water and wastewater systems
- \$21.7 billion – transportation
- \$22.8 billion – transit
- \$7.7 billion – waste management
- \$40.2 billion – community, recreational, cultural and social infrastructure

*Because of the importance of the issue and report, The Municipal Leader has been granted permission from the author to reprint the executive summary of the report.*

*“Canada’s quality of life and economic competitiveness depend in part on having reliable, efficient infrastructure that is provided in large part by the municipal, provincial, territorial and federal governments.”*

**Canadian municipalities** build, own and maintain most of the infrastructure that supports our economy and quality of life. Yet for the past 20 years, municipalities have been caught in a fiscal squeeze caused by growing responsibilities and reduced revenues. As a result, they were forced to defer needed investment, and municipal infrastructure continued to deteriorate, with the cost of fixing it climbing five-fold from an estimated \$12 billion in 1985 to \$60 billion in 2003. This cost is the municipal infrastructure deficit, and today it has reached \$123 billion.

The upward trend of the municipal infrastructure deficit over the past two decades points to a looming crisis for our cities and communities and ultimately for the country as a whole. The deficit continues to grow and compound as maintenance is delayed, assets reach the end of their service life, and

repair and replacement costs skyrocket. When compared with earlier estimates, the \$123-billion figure clearly shows the municipal infrastructure deficit is growing faster than previously thought.

Across Canada, municipal infrastructure has reached the breaking point. Most was built between the 1950s and 1970s, and much of it is due for replacement. We can see the consequences in every community: potholes and crumbling bridges, water-treatment and transit systems that cannot keep up with demand, traffic gridlock, poor air quality and a lack of affordable housing. The infrastructure deficit affects all communities, from major cities to rural, remote and northern communities, where municipal governments lack essential infrastructure and do not have the tax base to develop it.

Action is needed to eliminate this deficit and prepare for effective infrastructure

management in the future. Since the first step in any project is to determine the scope of the problem, FCM commissioned Dr. Saeed Mirza of McGill University to survey municipal governments to determine their infrastructure needs as a first step toward determining the size, scope and growth rate of the municipal infrastructure deficit.

The \$123-billion estimate includes “sub-deficits” for key categories of municipal infrastructure: water and waste water systems (\$31 billion), transportation (\$21.7 billion), transit (\$22.8 billion), waste management (\$7.7 billion) and community, recreational, cultural and social infrastructure (\$40.2 billion). There is also an estimate of new infrastructure needs, defined as projects that increase infrastructure capacity through expansion and/or new construction. Similar to earlier studies, this report provides a “snapshot” of what municipal governments

"Never in the recent past has a municipal report generated as much discussion and interest as this report has since its release."

So what do we do now? We know the number, or maybe more accurately we know what the number was in November 2007. If there is anything to learn from this report it is that this number is growing at an alarming rate and sitting back and waiting for something to happen isn't going to solve anything. This problem is much, much bigger than property tax and current municipal revenues can handle, and a coordinated, national approach with all orders of government working together is needed. Not until we have this will we even begin to reverse the current alarming trend.

We strongly recommend that all municipal officials read the complete report, available at <http://www.fcm.ca/english/advocacy/mdeficit.pdf>.

Restoring Fiscal Balance in Canada—  
Focusing on Priorities,  
Federal Budget 2006

identify as their infrastructure funding needs. It does not provide an exhaustive or complete account of the physical condition of municipal infrastructure.

If Canada is to prosper, municipal infrastructure investments must support the economic potential of our cities and communities. For this to happen, financing must reflect the long-term nature of infrastructure investments, which will require a long-term investment plan with agreed-upon priorities. This plan must bring long-term certainty to infrastructure funding, which will promote new efficiencies, technologies and best practices in infrastructure delivery.

Any serious plan to address the municipal infrastructure deficit must begin with an acknowledgement of the scope of the problem and the urgency to address it. This study represents the first step towards a real plan.



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# MEET YOUR PROVINCIAL DEPARTMENT

Manitoba Infrastructure and Transportation – a new approach to a major challenge

By Ron Lemieux, Minister of Infrastructure & Transportation

**The restructuring** of several Manitoba government departments has resulted in the replacement of many old familiar names with new ones. Several of these reorganizations reflect the new provincial emphasis on building and renewing Manitoba's vast infrastructure network announced by Premier Doer in October 2006.

For Manitoba Transportation and Government Services, this has led to the transformation into *Manitoba Infrastructure and Transportation (MIT)*. This has added the responsibility for the Manitoba Water Services Board, the Canada-Manitoba Infrastructure Programs, and the Red River Floodway to my portfolio. As well, Water Control Regional Operations has been transferred to MIT from Water Stewardship. These changes reflect the recognition of the diversity of Manitoba's infrastructure and its importance to local, regional and provincial economic growth and development – and the need to coordinate planning and operational strategies in a single organization within government.

The Manitoba Water Services Board assists rural residents, municipalities, water co-operatives and other organized groups with the development of safe and sustainable water and/or sewer facilities. This includes ensuring that public health and environmental concerns are addressed, providing technical and financial assistance and serving as project managers on behalf of the project partners.

To meet these responsibilities, the Board operates a number of initiatives that AMM members will be familiar with, such as the Municipal Water and Sewer program and the Rural Water Pipeline, Farm Water Source and Community Water Source Development Programs. These programs are co-operative ventures between the Board and Agriculture and Agri-Food Canada's Prairie Farm Rehabilitation Administration. The Board does not assist in infrastructure development to new subdivisions and/or cottage developments.

Another new addition to the range of my department's responsibilities is the Canada-Manitoba Infrastructure Program, a joint federal-provincial secretariat involving Western Economic Diversification Canada and MIT. The secretariat was established to improve federal-provincial program delivery, and provide single window program delivery to local governments. The secretariat provides assistance with Canada-Manitoba Infrastructure Programs and the Municipal Rural Infrastructure Fund.

"Working with stakeholders such as the AMM, we can ensure the long-term viability of our infrastructure."

These programs are funded by equal contributions from the federal government, Manitoba, and the local government or community partner. The programs support the construction, renewal, expansion or improvement of infrastructure throughout Manitoba with an emphasis on environmental protection or enhancement. This includes projects such as water and wastewater systems, water management, solid waste management, recycling, public transit, and environmental energy improvements. Projects to improve other local infrastructure for transportation, culture and recreation, or tourism are also eligible.

I am proud to have the Manitoba Floodway Authority, one of Manitoba's most prominent and vital infrastructure components, under my jurisdiction. The Authority was created in 2004 to oversee the expansion of the Red River Floodway. While we are now at 1-in-300 year flood level protection, the five-year renovation of the floodway will more than double its capacity, allowing it to handle a 1-in-700 year level of flooding,

which is significantly greater than the levels experienced in the 1997 flood. Work now underway includes modifying the channel, replacing and upgrading bridges, inlet/outlet control improvements, and expansion of the West Dike.

Regional Water Control Operations, formerly with Water Stewardship, has been integrated into the Engineering and Operations Division of MIT under the Water Control and Structures Branch. This group is responsible for the construction, maintenance, management and operation of Manitoba's vast waterway drainage, associated crossings, and flood protection infrastructure. There are approximately 100 staff members across the province taking care of the daily operation and maintenance of our waterways and dams. They also serve as the frontline emergency responders in the event of flooding along the water network to help protect communities and restore damaged infrastructure in the aftermath. The administration of water rights licensing and regulatory compliance programs remains with the Department of Water Stewardship.

The restructuring of MIT and integration of new areas of responsibility represent the significant provincial commitment to renewing, restoring, expanding, maintaining and operating Manitoba's diverse array of infrastructure components. Working in partnership with Manitoba's many infrastructure stakeholders, such as the members of the AMM, we can ensure the long-term viability of our infrastructure. Recognizing that every component, directly or indirectly, contributes to some aspect of economic development or community well-being highlights the need to bring the effective management of these resources into a single department and build cooperative partnerships across the stakeholder sector. Now that this integration process is complete, we can proceed to coordinate our resources, identify priorities and invest in the future of Manitoba's vast infrastructure network. ♣



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# BUILDING CANADA PLAN

## an overview

By Tyler MacAfee, AMM Director of Policy & Communications

**A “blueprint for building** a modern and prosperous Canada” is the brand being placed on the new Building Canada Plan laid out by the Government of Canada in early November 2007. The Plan targets a stronger economy, a cleaner environment and better communities through strategic, smartly-funded and executed infrastructure investments.

The Building Canada Plan will build a stronger economy by investing in projects that increase trade, move goods and people more efficiently and grow the economy. Identified as funding areas are gateways and border crossings, highways, short-line rail and short-sea shipping, regional and local airports, connectivity and broadband as well as tourism.

Building a cleaner environment is also one of the tenets of the plan, with wastewater, public transit, green energy, and solid waste management identified as key areas for investment.

The plan also aims to build better communities through investment in drinking water, disaster mitigation, brownfield redevelopment, roads and bridges, and sports and culture.

The Building Canada Plan will provide \$33 billion in funding from 2007-2014.

The \$33 billion includes:

Municipal GST Rebate	\$5.8B
Gas Tax Fund	\$11.8B
Building Canada Fund	\$8.8B
Public-Private Partnerships Fund	\$1.25B
Gateways and Border Crossings Fund	\$2.1B
Asia-Pacific Gateway and Corridor Initiative	\$1.0B
Provincial-Territorial Base Funding	\$2.275B

While the municipal GST rebate and the gas tax fund have already been promised to municipalities, the bulk of the new funding for municipalities will be the Building Canada Fund (BCF). The BCF will focus on projects that deliver economic, environmental and social benefits to all Canadians. Priority funding categories will be the core National Highway System routes, drinking water, wastewater, public transit and green energy, as well as the priority areas iden-

tified above. The program will be operated through 2 components – the Major Infrastructure Component that will target larger, strategic projects of national and regional significance and the Communities Component that will focus on projects in communities with populations fewer than 100,000.

At the editorial deadline for the magazine Manitoba had yet to agree to the terms of the agreement. However we do know that Manitoba’s share of the Building Canada Fund will be based on the population numbers used in the 2006 Census. All projects will be cost shared, with the Federal contribution on any project being a maximum of 50%. However, most projects will be based on 1/3 funding. Projects under the Major Infrastructure Component will be selected on the basis of merit by the Federal/Provincial governments, while those under the

Communities Component will be application based and judged on how they meet the goals of the overall program.

For more information on the program, visit <http://www.buildingcanada.gc.ca>. 



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# INFRASTRUCTURE PROGRAMS UPDATE

## Building Canada Fund

*(See more information on page 24)*

This will be allocated into the national priority funding categories that include: Core National Highway System, Drinking Water, Wastewater, Public Transit, and Green Energy. Funding will be allocated for projects in the provinces and territories based on their population and all major projects will be selected through federal-provincial/territorial negotiations.

The program will operate through two components: the Major Infrastructure Component (MIC) and the Communities Component (CC). The MIC will target larger, strategic projects of national and regional significance. The CC will focus on projects in communities with populations of less than 100,000 to assist smaller communities face their unique challenges.

General Building Canada Information:

[www.buildingcanada-chantiers](http://www.buildingcanada-chantiers)

[canada.gc.ca/index-eng.html](http://canada.gc.ca/index-eng.html)

Manitoba's Framework Agreement:

[www.buildingcanada-chantiers](http://www.buildingcanada-chantiers)

[canada.gc.ca/plandocs/](http://canada.gc.ca/plandocs/)

[agreements-ententes/ifa-eci-eng.html](http://agreements-ententes/ifa-eci-eng.html)

## Building Manitoba Fund

The Building Manitoba Fund provides Manitoba municipalities with a share of provincial income tax and fuel tax revenues in support of municipal roads, recreation and library facilities, public transit, public safety and other municipal infrastructure and services. The City of Winnipeg receives allocations for transit, roads and public safety allocated separately from other municipalities (\$88.9 million in 2007). The majority of municipalities receive funding through the following conditional grant programs (\$47.9 million in 2007):

### General Assistance

Provides funding support to address municipal service and infrastructure priorities.

### Transit Grants

- Transit Capital Grants - An annual capital grant is provided to the City of Brandon to fund the replacement or refurbishment of transit buses.

- Transit Operating Grants - 50/50 transit funding partnership with Brandon, Thompson, and Flin Flon starting in 2007.
- Mobility Disadvantaged Transportation Program Grants - supports the operation of handivan services for 65 communities in Manitoba. Funding available to municipalities under this program includes:
  - One-time capital grants equal to 50% of the net cost to purchase a handivan, to a maximum of \$10,000.
  - One-time start-up grants of \$6,000 to assist sponsoring municipalities with the establishment of new handivan services.
  - Annual operating grants based on 37.5% of gross eligible operating costs (maximum of \$20,000 for communities with one vehicle or \$30,000 for those with more than one vehicle)

### Roads Grants

Cost shared capital funding is provided to assist with the construction or upgrading of eligible municipal roads within the community. Cities, towns, villages and local urban districts are eligible under this program, which funds 50% of the costs of eligible roads within community boundaries.

### Municipal Recreation and Library Fund

Provides additional support for municipal recreation and library infrastructure projects.

Phone: (204) 945-2572

Email: [muniadvice@gov.mb](mailto:muniadvice@gov.mb)

[www.gov.mb.ca/ia/programs/](http://www.gov.mb.ca/ia/programs/)

[local\\_gov/grants\\_payments\\_fund.html](http://local_gov/grants_payments_fund.html)

## FCM – Green Municipal Fund

*(for more information, see page 36)*

The Green Municipal Fund (GMF) provides loans and grants, builds capacity, and shares knowledge to support municipal governments and their partners in developing communities that are more environmentally, socially and economically sustainable. The Government of Canada endowed FCM with \$550 million to establish GMF to provide a long-term, sustainable source of financing for municipal governments and their partners.

To ensure the greatest possible impact, FCM uses GMF to invest in plans, studies and projects that provide the best examples of municipal leadership in sustainable development and that can be replicated in other communities. FCM develops case studies and other tools to support municipal governments that are prepared to follow these examples.

Grants for sustainable community plans and feasibility studies and field tests related to brownfields, energy, transportation, waste and water are available for up to 50% of costs to a maximum of \$350,000. Funding for capital projects related to brownfields, energy, transportation, waste and water are through loans and grants up to 80% of costs.

Phone: (613) 241-5221

[www.sustainablecommunities.fcm.ca](http://www.sustainablecommunities.fcm.ca)

## Sustainable Development Innovations Fund

The SDIF supports innovative projects that contribute to the protection, enhancement, conservation and/or rehabilitation of Manitoba's environment. Projects must be ecologically sound, promote a sustainable approach, demonstrate clear environmental benefits and take into account the benefits to the community and the economy. Projects must address one or more of the Fund's priority program areas (Environmental Technology Innovation and Demonstration, Northern Community Development and Environmental Issues, Sustainable Community Development, Sustainable Agricultural Practices, Ecosystem Conservation, Understanding Our Environment, Eco-tourism) and should incorporate youth involvement, community partnerships, education and awareness, and information sharing.

Manitoba Conservation -

Pollution Prevention Branch:

Phone: (204) 945-8443 or

toll-free: (800) 282-8069 (ext. 8443)

Email: [sdif@gov.mb.ca](mailto:sdif@gov.mb.ca)

[www.gov.mb.ca/conservation/](http://www.gov.mb.ca/conservation/)

[pollutionprevention/sdif/index.html](http://pollutionprevention/sdif/index.html)

## Community Places Program

This program provides funding and planning assistance for facility construction, upgrading, expansion or acquisition projects. Eligible projects are those providing sustainable recreation and wellness benefits to communities. Funding is provided up to 50% of the first \$15,000 of project costs and up to 1/3 of project costs over that amount. The maximum grant is \$50,000.

Contact information by region –  
[www.gov.mb.ca/chc/grants/cppcontact.html](http://www.gov.mb.ca/chc/grants/cppcontact.html)  
[www.gov.mb.ca/chc/grants/cpp.html](http://www.gov.mb.ca/chc/grants/cpp.html)

## Community Museums Grant

This grant provides support for facilities that serve to protect and interpret Manitoba's heritage resources, improves the quality of museum collections and programs throughout Manitoba, and facilitates the effective use of available resources through cooperation among Manitoba's museums and related institutions and organizations. There are two levels of funding available to a maximum of \$3,150.

Email: [hrc@gov.mb.ca](mailto:hrc@gov.mb.ca)  
[http://db.cht.gov.mb.ca/GrantsDir.nsf/Depart\\_Program\\_Web\\_Eng?OpenView&Start=1&Count=250](http://db.cht.gov.mb.ca/GrantsDir.nsf/Depart_Program_Web_Eng?OpenView&Start=1&Count=250)

## Hometown Manitoba

This program provides financial support for rural and northern community projects initiated by local communities, organizations, cooperatives and businesses that enhance "main street" public places and building exteriors. There are two streams for projects within the program including:

### Hometown Meeting Places

Projects under this category are able to apply for up to 1/3 of total eligible project costs, up to a maximum of \$5,000. The local/municipal government must contribute

a minimum of 1/3 of eligible project costs, in cash, with the balance being provided by the project proponent.

### Hometown Main Streets Enhancements

Projects under this category can access up to 50% of total eligible project costs, to a maximum of \$1,000. The applicant will make up the balance of eligible costs, in cash. In-kind costs are not eligible.

Phone: Your regional GO Team Centre or (800) 567-7334  
[www.gov.mb.ca/agriculture/ri/community/ria01s04.html](http://www.gov.mb.ca/agriculture/ri/community/ria01s04.html)

## Manitoba Hydro Power Smart Programs

There are currently a number of programs offered by Manitoba Hydro to reduce energy consumption while reducing operating and maintenance costs in residential, commercial, and industrial buildings.

### Power Smart Commercial Programs

- Commercial Building Envelope – Reduce air leaks and reduce heating and cooling loads by upgrading the building envelope, including air barriers, insulation, and windows.
- Commercial Building Optimization – Identify energy conservation opportunities with short payback periods to ensure buildings are meeting high performance standards.
- Commercial Custom Measures – Electrical savings and measures specifically designed for commercial buildings.
- Commercial HVAC – Reduce maintenance and operating costs through the use of higher efficiency heating and cooling systems.
- Commercial Lighting – Tips and incentives for installing the most appropriate energy efficient lighting.

- Commercial Parking Lot Controllers – Reduce electricity costs by up to 50 per cent by controlling the amount of electricity going to an outdoor plug.
- Commercial Refrigeration – More than 20 different rebates offered to retail stores and restaurants that are committed to reduce their energy consumption through energy efficient equipment upgrades.
- Earth Power (Geothermal Heat Pumps) – Cut your heating, cooling, and water heating costs and increase comfort with energy efficient and environmentally friendly geothermal heat pumps.
- Power Smart Design Standards – Help for owners and engineering/architectural teams to develop building designs that qualify their proposed new or renovated buildings for designation as Power Smart.
- Recreation Facilities – Work towards reducing your facility's operating costs. Manitoba Hydro will complete a report that includes potential energy saving measures.
- Rinse and Save – Free energy efficient pre-rinse spray valves available to restaurants and food service companies.

### Power Smart Industrial Programs

- Performance Optimization Program – Increased energy efficiency through the optimization of electro-technology processes and motor-drive systems. Technical support and financial incentives are offered for feasibility studies as well as implementation.
- Natural Gas Optimization Program – This custom program promotes energy efficiency through the optimization of process related natural gas-fired equipment and systems. Technical support and financial incentives are offered for feasibility studies as well as implementation.



## INFRASTRUCTURE MATTERS

A recent report from the Federation of Canadian Municipalities (FCM) says Canada's infrastructure is "near collapse", and if a long term solution is not developed soon, the costs will not only rise, but the repairs may never be able to be completed.

### THE COST TO ELIMINATE OUR INFRASTRUCTURE DEBT: \$123 BILLION

The Manitoba Heavy Construction Association will continue to ensure that infrastructure is a top policy priority with all levels of government.

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# SPECIAL REPORT: INFRASTRUCTURE

- Engineering Studies – Bioenergy Optimization, Eco-Efficiency Solutions, and Lighting Studies are also available through Manitoba Hydro.

## Financial Loan Programs

- Energy Finance Plan – A fixed interest finance plan that may be used for renovations including central air, mid-efficient natural gas/electric furnaces and water heaters, direct vent natural gas fireplaces, security lights and fixtures.

Phone: (204) 474-3676 in Winnipeg or  
Toll-Free: (888) MB-Hydro (888-624-9376)  
Email: [powersmartforbusiness@hydro.mb.ca](mailto:powersmartforbusiness@hydro.mb.ca)  
[www.hydro.mb.ca/savings\\_rebates\\_loans.shtml#business](http://www.hydro.mb.ca/savings_rebates_loans.shtml#business)

## Manitoba Water Services Board

The Manitoba Water Services Board assists in developing safe and sustainable water and sewerage facilities. The Board's primary objectives are to ensure that public health and environmental concerns are alleviated and to ensure the sustainability of communities. Fulfillment of these objectives will support and promote sustainable community development activities.

The Board provides technical and financial assistance to municipalities and water co-operatives in the obtaining, development, transmission, distribution and control of water supplies; and collection, treatment and disposal of municipal sewage in a manner consistent with environmental sustainability. The Board administers Provincial grants

for projects accepted, on a two-tier level of grant system. In simple terms, projects that are considered as first and second priorities will receive 50% Provincial grants. Projects that are considered as third priority will receive 30% Provincial grants. The Board will consider an additional Provincial grant to a maximum of 10% for accepted projects constructed north of the 53<sup>rd</sup> parallel. Programs that are available include:

### Municipal Water and Sewer Program

Assist municipalities, not including the City of Winnipeg, in developing safe and sustainable water and/or sewerage facilities.

### Farm Water Source Program

Provide a comprehensive farm water source development program to assist Manitoba farmers in developing a satisfactory water supply to meet their needs.

### Community Water Source Program

To assist local governments or legally incorporated groups (who have obtained permission from the local government) to identify and develop a water supply.

### Rural Water Pipeline Program

Assistance to local government or legally incorporated groups (who have obtained permission from the local government) to install pipelines for transporting water from a known supply into water-short areas.

Phone: (204) 726-6076  
Email: [mwsb@gov.mb.ca](mailto:mwsb@gov.mb.ca)  
[www.gov.mb.ca/tgs/mwsb/index.html](http://www.gov.mb.ca/tgs/mwsb/index.html)

## Rural Economic Development Initiatives (REDI)

To encourage economic growth and development in rural Manitoba communities.

### Feasibility Studies Program

Assistance may be provided up to 50%. Eligible projects include a financial analysis, market analysis, engineering analysis, or a combination related to the development of a new or expanding enterprise in rural Manitoba.

Other programs available under REDI include Partners With Youth and Rural Entrepreneur Assistance (REA).

Phone: Your regional GO Team Centre or Don Bromilow – (204) 945-6661 or toll-free (800) 567-REDI (7334)  
[www.manitoba.ca/agriculture/ri/community/ria01s00.html](http://www.manitoba.ca/agriculture/ri/community/ria01s00.html)



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N° sans frais : 1-800-268-4883

[www.infrastructure.mb.ca](http://www.infrastructure.mb.ca)

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# INFRASTRUCTURE SPECIAL REPORT SUPPLEMENTARY DIRECTORY

## Community Arts Council Grants

Operating and programming assistance for rural Community Arts Councils for the administration of community-based arts programs and operation of permanent cultural facilities.

[http://db.cht.gov.mb.ca/GrantsDir.nsf/Depart\\_Program\\_Web\\_Eng?OpenView&Start=1&Count=250](http://db.cht.gov.mb.ca/GrantsDir.nsf/Depart_Program_Web_Eng?OpenView&Start=1&Count=250)

## Community Festivals Support Program

Financial assistance for rural and northern community festivals in Manitoba that are recognized as being signature annual events in their communities.

[http://db.cht.gov.mb.ca/GrantsDir.nsf/Depart\\_Program\\_Web\\_Eng?OpenView&Start=1&Count=250](http://db.cht.gov.mb.ca/GrantsDir.nsf/Depart_Program_Web_Eng?OpenView&Start=1&Count=250)

## Covering New Ground (CNG)

Funding focuses on projects related to sustainable agriculture demonstration or technology transfer projects such as integrated pest management.

Phone: Covering New Ground Program Coordinator – (204) 745-5666  
[www.gov.mb.ca/agriculture/research/covering/](http://www.gov.mb.ca/agriculture/research/covering/)

## Environmental Youth Corps

To encourage Manitoba youth to voluntarily participate in projects that improve and protect Manitoba's environment such as riverbank cleanup, improving water quality, or planting trees. Sponsors approved are eligible for financial assistance, up to a maximum of \$5,000 to help cover project costs such as materials and wage support.

[www.gov.mb.ca/conservation/pollutionprevention/eyc/index.html](http://www.gov.mb.ca/conservation/pollutionprevention/eyc/index.html)

Phone: (204) 945-8443  
or toll-free: (800) 282-8069 (ext. 8443)

## Manitoba Fisheries Enhancement Fund

Financial assistance for projects that protect or improve fish stock, or enhance the areas where fish live. Each project may receive a maximum of \$25,000.

Phone: Manitoba Fisheries Branch Headquarters – (204) 945-6640

Email: [fish@gov.mb.ca](mailto:fish@gov.mb.ca)  
[www.gov.mb.ca/waterstewardship/fisheries/habitat/index.html](http://www.gov.mb.ca/waterstewardship/fisheries/habitat/index.html)

## Waste Reduction and Pollution Prevention Fund

Supports projects that focus on waste reduction, pollution prevention, and integrated waste management practices in the following categories: Organic Waste Management and Composting, Construction and Demolition (C&D) Waste Management, Pollution Prevention, and Model Integrated Waste Management System Development and Planning

Phone: (204) 945-8443  
or toll-free: (800) 282-8069 (ext. 8443)  
Email: [sdif@gov.mb.ca](mailto:sdif@gov.mb.ca)  
[www.gov.mb.ca/conservation/pollutionprevention/wrapp/index.html](http://www.gov.mb.ca/conservation/pollutionprevention/wrapp/index.html)

## Heritage Matters Initiative

This program encourages communities in the enactment of best practices for managing heritage. Communities can apply for 50/50 support up to \$5,000. Deadlines for 2008 are January 15 and September 15.

Phone: (204) 945-2118  
or (800) 282-8069 (ext. 2118)  
Email: [hrb@gov.mb.ca](mailto:hrb@gov.mb.ca)

## Designated Heritage Building Grants

Assists owners of provincially and municipally designated heritage buildings in the restoration, stabilization, preservation, or rehabilitation of these buildings.

Email: [hrb@gov.mb.ca](mailto:hrb@gov.mb.ca)  
[www.gov.mb.ca/chc/hrb/orgs/dhbg\\_guide.pdf](http://www.gov.mb.ca/chc/hrb/orgs/dhbg_guide.pdf)

## Heritage Grants Program

This program assists Manitobans in identifying, protecting and interpreting the province's human and natural heritage.

Email: [hrb@gov.mb.ca](mailto:hrb@gov.mb.ca)  
[www.gov.mb.ca/chc/grants/hgp.html](http://www.gov.mb.ca/chc/grants/hgp.html)

## Manitoba Millennium Trail Development Program

Supports the physical development of the Trans Canada Trail (TCT) in Manitoba. This

includes surface preparation, construction or upgrading of bridges and other physical support structures.

Email: [mrta@mts.net](mailto:mrta@mts.net)  
[www.mrta.mb.ca/](http://www.mrta.mb.ca/)

## Trans Canada Trail (Manitoba) Project

This funding is directed towards Special Trail Development Projects along the Trans Canada Trail and is intended to concentrate on those portions of the trail that are considered safety considerations, high use areas or extraordinary links that network two pieces of trail together. Projects may be eligible for up to 75% funding.

Email: [mrta@mts.net](mailto:mrta@mts.net)  
[www.mrta.mb.ca/](http://www.mrta.mb.ca/)

## Manitoba Community Services Council Inc.

Funds projects and services of volunteer-based community service, social service, recreation, and health-related organizations.

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

## Provincial Housing Programs

The Department of Family Services and Housing helps Manitobans have access to adequate and affordable housing. A range of services and information are available through their website.

[www.gov.mb.ca/fs/housing/index.html](http://www.gov.mb.ca/fs/housing/index.html)

## Manitoba In Motion

Programming to help community partnerships plan and implement ways to increase physical activity among citizens of all ages. Applicants may apply for matching funding up to a maximum of \$3,000.

Phone: (204)945-3648  
or toll-free: 1(866)788-3648  
Email: [inmotion@gov.mb.ca](mailto:inmotion@gov.mb.ca)  
[www.manitobainmotion.ca/](http://www.manitobainmotion.ca/)

## Rural Library Establishment Grant

This program is designed to increase access to local library services. Establishment grants of \$5,000 are provided for municipalities establishing library services for the first time under Part II or Part III of *The Public Libraries Act*.

# SPECIAL REPORT: INFRASTRUCTURE

The purpose of this grant is to ensure that a basic book collection is available for the use of residents and to encourage the formation of larger and more efficient library systems. At least four fifths of the amount of the establishment grant must be used in the purchase of library collection materials. An operating grant is available based on municipal contributions to a maximum of \$8.50 per capita. A further operating grant of \$5,500 is available for collections development, with an additional \$1,000 for libraries north of the 53<sup>rd</sup> parallel or in a designated area as set out in the government's French Language Services Policy.

Email: [pls@gov.mb.ca](mailto:pls@gov.mb.ca)

## Manitoba Industrial Opportunities Program

Provides term loans for opportunities that create significant strategic economic benefit, (e.g. job creation, sectoral development) to

assist businesses to expand in Manitoba. Loans are typically in excess of \$500,000. Phone: Jeff Hodge – (204) 945-1015  
Email: [jeffrey.hodge@gov.mb.ca](mailto:jeffrey.hodge@gov.mb.ca)  
[www.gov.mb.ca/iedm/financial/capital.html](http://www.gov.mb.ca/iedm/financial/capital.html)

## Neighbourhoods Alive!

Manitoba Intergovernmental Affairs provides community organizations in designated neighbourhoods with the support they need to rebuild neighbourhoods. Municipalities that can access this program include: Winnipeg, Brandon, Thompson, Flin Flon, The Pas, Dauphin, Portage la Prairie and Selkirk.  
[www.gov.mb.ca/ia/programs/neighbourhoods/](http://www.gov.mb.ca/ia/programs/neighbourhoods/)

## Manitoba Airport Assistance Program

Grants for airport operations and maintenance are available to municipal airport commissions responsible for the opera-

tion of airports in Manitoba, which do not receive scheduled services. The amount of such grants will be \$1,200 for airports with unpaved runways and \$2,400 for airports with paved runways.  
[www.gov.mb.ca/tgs/namo/naprgguide.html](http://www.gov.mb.ca/tgs/namo/naprgguide.html)

## Manitoba Livestock Manure Management Initiative

Financial assistance for investigating solutions for manure management that are scientifically sound, environmentally sustainable and economically feasible.  
Phone: (204) 945-2122  
[www.manure.mb.ca/index.php](http://www.manure.mb.ca/index.php)

## Shelterbelt Enhancement Program - Prairie Farm Rehabilitation Administration

Provides technical services and tree and shrub seedlings for establishment of shelterbelts and other agroforestry, conservation and reclamation projects on agricultural and eligible lands in Manitoba.  
Phone: (866) 766-2284  
Email: [pfratree@agr.gc.ca](mailto:pfratree@agr.gc.ca)  
[www.agr.gc.ca/pfra/program\\_e.htm](http://www.agr.gc.ca/pfra/program_e.htm)

## Biofuels Opportunities for Producers Initiative - Manitoba Rural Adaptation Council

Assists with the costs associated with feasibility studies and business plans in order to improve the proponent's ability to participate in and take advantage of opportunities to be created by biofuels production.  
Phone: Helena Marak – (204) 982-4792  
E-mail: [mracinfo@mrca.ca](mailto:mracinfo@mrca.ca)  
[www.mrac.ca/index.cfm/fuseaction/pub.sub/pageID/1CE6AF3C-AA3A-88DD-75FC5225D6E2D7AA/index.cfm](http://www.mrac.ca/index.cfm/fuseaction/pub.sub/pageID/1CE6AF3C-AA3A-88DD-75FC5225D6E2D7AA/index.cfm)

## Eco-Action – Community Funding Program

An Environment Canada program directed at projects that protect, rehabilitate or enhance the natural environment, and build the capacity of communities to sustain activities into the future. Municipal governments can only apply in partnership with non-profit or community organizations.  
Phone: (204) 983-8597  
Email: [ecoaction@ec.gc.ca](mailto:ecoaction@ec.gc.ca)  
[www.ec.gc.ca/ecoaction/what\\_is\\_e.html](http://www.ec.gc.ca/ecoaction/what_is_e.html)

## ecoENERGY Retrofit Grants and Incentives

Natural Resources Canada's ecoENERGY Retrofit program provides financial support to homeowners, small and medium-sized businesses, public institutions and industrial facilities to help them implement energy



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saving projects that reduce energy-related greenhouse gases and air pollution.

[www.oee.nrcan.gc.ca/corporate/retrofit-summary.cfm?attr=0](http://www.oee.nrcan.gc.ca/corporate/retrofit-summary.cfm?attr=0)

## Community Access Program

Aims to provide Canadians with affordable public access to the Internet in places like schools, community centres and libraries. It provides access to those people who might not have computers or Internet access in their homes or workplaces.

Phone: Nadia Vena – (613) 952-0678

Email: [vena.nadia@ic.gc.ca](mailto:vena.nadia@ic.gc.ca)

<http://cap.ic.gc.ca/pub/index.html>

## Evergreen's Common Grounds Program

### Wal-Mart & Evergreen Green Grants

Funds up to \$10,000 for community-based restoration and stewardship initiatives in urban and urbanizing areas.

### Home Depot -

#### Evergreen Rebuilding Nature Grant

Provides funding, tools and materials, as well as volunteer resources for urban environmental stewardship projects. Grants of up to \$8,000 are available for urban environmental stewardship projects that involve a building component (e.g. boardwalks, nesting structures, interpretive signage etc.).

### Unilever-Evergreen

#### Aquatic Stewardship Grant

Provides \$2000 to \$10,000 to support a range of small-scale, community-driven, partnership projects including wetland, riparian and littoral zone restoration, in-stream bioengineering, and wildlife monitoring.

Phone: Helen Fabbri, Winnipeg Common Grounds Associate – (204) 986-7235

Email: [helen@evergreen.ca](mailto:helen@evergreen.ca)

[www.evergreen.ca/en/cg/cg-funding.html](http://www.evergreen.ca/en/cg/cg-funding.html)

## Green Streets Canada

Program to encourage the adoption of innovative best management practices and policies in municipal forest management including projects that demonstrate innovative management tools to protect and maintain the urban forest, or innovative urban design which showcases “green infrastructure.”

Phone: (613)567-5545

Email: [tcf@treecanada.ca](mailto:tcf@treecanada.ca)

[www.treecanada.ca/programs/greenstreets/index.htm](http://www.treecanada.ca/programs/greenstreets/index.htm)

## Manitoba Habitat Heritage Corporation

### Managing the Waters Edge

Provides free workshops and seminars tailored to the needs of a group on topics such as vegetation assessment, stabilizing stream banks, buffer zones, improving water quality and reducing erosion.

Phone: Marilena Kowalchuk, Riparian Program Coordinator – (204) 784-4358

Email: [mkowalchuk@mhhc.mb.ca](mailto:mkowalchuk@mhhc.mb.ca)

<http://mhhc.mb.ca/riparian/index.html>

## Community Investment Support Program (CISP)

This program helps Canadian communities attract, retain and expand foreign direct investment.

Phone: Geneviève Jones, Investment Specialist – (204) 983-2594

Email: [genevieve.jones@international.gc.ca](mailto:genevieve.jones@international.gc.ca)

[www.cisp.gc.ca](http://www.cisp.gc.ca)

## Grade Crossing Improvement Program

This program is designed to provide up to 80% of the cost of a federal rail crossing improvement project. Funding for construction costs covers the safety improvements only, and does not include future maintenance costs.

Phone: (204) 983-3152

or toll-free: (888) 463-0521

[www.tc.gc.ca/railway/pamphlet/financialassistance.htm](http://www.tc.gc.ca/railway/pamphlet/financialassistance.htm)

**For more information on heritage programs**

see pages 15-17

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# IMPACTS OF CLIMATE CHANGE

## on municipal infrastructure

By Kimberly Ballance, AMM Senior Policy Analyst

**The effects of** our actions now on future changes in the climate have long lead times. What we do now can have only a limited effect on the climate over the next 40 or 50 years. On the other hand what we do in the next 10 or 20 years can have a profound effect on the climate in the second half of this century and in the next.

*No one can predict the consequences of climate change with complete certainty; but we now know enough to understand the risks. Mitigation - taking strong action to reduce emissions - must be viewed as an investment, a cost incurred now and in the coming few decades to avoid the risks of very severe consequences in the future. If these investments are made wisely, the costs will be manageable, and there will be a wide range of opportunities for growth and development along the way. For this to work well, policy must promote sound market signals, overcome market failures and have equity and risk mitigation at its core.* (Stern, 2006)

This year, the UN-based Intergovernmental Panel on Climate Change (IPCC) released a number of reports outlining the human and natural drivers of climate change, the adaptive capacity and vulnerability of human and natural systems, and mitigation opportunities. These reports found that climate change impacts on infrastructure will be compounded by aging infrastructure, an aging population, poorly adapted building stock and urban form, pollution and population growth. Without increased investment in proactive, adaptation measures, the increasing temperature and changes in weather patterns will have adverse impacts. Additionally, projected climate change impacts are both dynamic and uncertain and accordingly, the implementation of adaptation measures will necessitate an iterative process.

### Northern impacts

Natural systems will be impacted in northern areas where changes to frozen ground will cause instability. Increased ground move-

ment is a major concern for water, sewer, and road infrastructure. Underground pipes and storage tanks are at risk for increased bursting and breaking. This has additional environmental impacts in terms of lagoon or septic seepage.

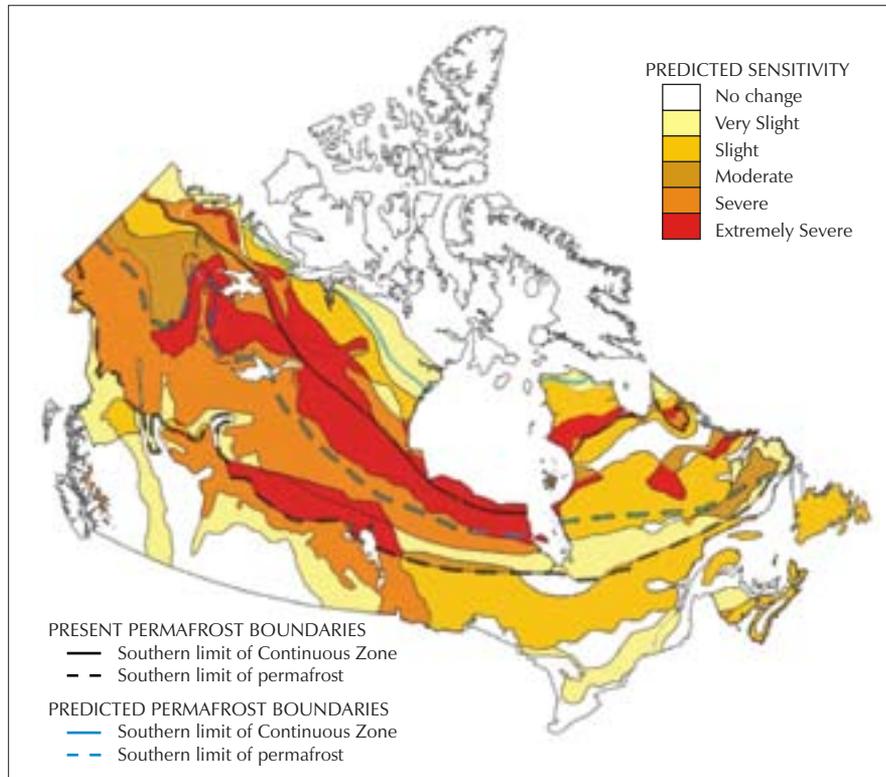
Winter roads will also be impacted. Manitoba has a 2,000 km network of ice roads each winter that allows for the movement of necessities, including food, fuel and building supplies, to remote communities. In 1997-98 the Provincial Government spent approximately \$15.5 million to airlift supplies to these communities as the warm winter temperatures prohibited quality ice roads (Infrastructure Canada, 2006). Since then, there has been a conscious shift to move these transportation routes over land, minimizing water crossings where possible to reduce infrastructure vulnerability and ensure safety is maintained. This continues to be an issue as was seen in the shortened winter road season in 2007.

### Water

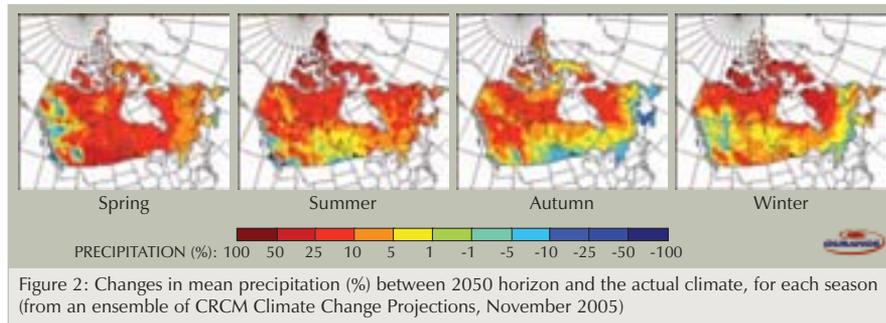
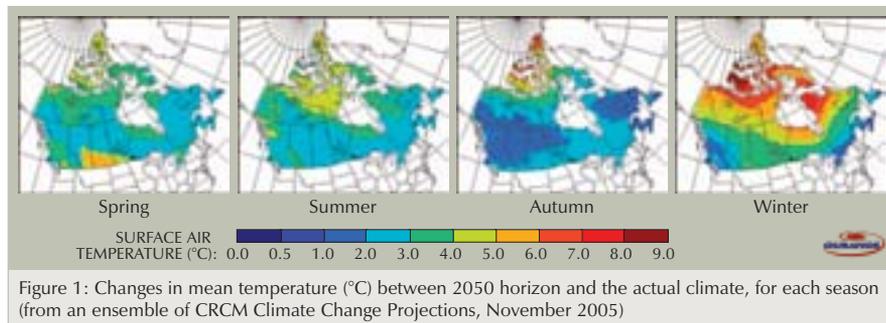
In terms of climate change adaptation, water resources are frequently cited as one of the highest priority issues. Water and wastewater infrastructure is viewed as being most vulnerable to climate change as it is a system that is closely connected to human health, the economy and the environment.

Hydrological systems are changing with increased runoff and earlier spring peak discharge from snow- and glacier-fed rivers. As well, warming of water temperatures is causing changes in ice cover, salinity, oxygen levels and circulation (IPCC, 2007). These changes will have impacts on the infrastructure that is designed to manage natural systems such as water and wastewater infrastructure, drainage systems, flood mitigation infrastructure and energy infrastructure. Projected declines in river flows coupled with growing consumption rates will demand change both in infrastructure and human behaviour.

"Reports found that climate change impacts on infrastructure will be compounded by aging infrastructure, an aging population, poorly adapted building stock and urban form, pollution and population growth."



Peatland sensitivity map of Canada (Kettles and Tarnocai, 1999)



Currently, the literature indicates that *no-regrets*, proactive measures are required to assist in adaptation to climate change. This means that measures would provide benefits to communities whether projected climate changes occur or not. For water supply and wastewater infrastructure this should include water conservation, demand management measures, long term planning for flooding and drought conditions, increased water quality protection and improved procedures for equitable allocation of water (Infrastructure Canada, 2006). These measures should be part of larger planning efforts, some of which are already occurring in Manitoba, including source water protection plans at the watershed scale.

## Urban design

Land use plans created for urban and rural areas can assist in minimizing communities' vulnerabilities to climate change. Sprawling development requires increased quantities of infrastructure, and therefore material inputs, increasing a community's vulnerability potential. All provincially funded buildings now require LEED (Leadership in Energy and Environmental Design) certification to increase energy performance and environmental sustainability, and municipalities should require the same for all land development through local land use planning.

Despite advances in technology, capacity and human capital, communities remain dependent on an increasingly global hinterland. The future sustainability and security of municipalities depends on increasing regional self-reliance, in essence using ecosystem thinking to design more complete communities. At the very basic level this means that communities should be designed to reduce per-capita consumption through increasingly efficient design, thereby decreasing the costs and quantities of water, sewer, transportation and other infrastructure.

*"Resilient societies [societies that persist in the face of adversity] are nimble societies, those capable of long-term planning and of abandoning deeply entrenched but ultimately destructive core values and beliefs" (Rees, 2007).*

There are many precedents that municipalities can access in order to design integral communities, such as the smart growth principles. Currently the Alberta Green Building Council is undertaking a project known as Green Streets, which is working to develop green standards for transportation infrastructure, similar to the LEED standards that are available for buildings. As well, the US Green Building Council is advancing

LEED standards beyond buildings and into neighbourhoods. These Neighbourhood Development tools will assist communities in creating and evaluating plans for environmental sustainability.

These tools are being developed in response to growing concerns with climate change vulnerabilities and adaptation. This is echoed by US Attorney General Jerry Brown's recent warning to community leaders throughout the United States that political leaders need to proactively take the opportunity to ensure that new development is environmentally sustainable. These warnings came to light following Brown's recent lawsuit against San Bernardino County where he alleged that it did not adequately consider greenhouse gas (GHG) emissions when updating its development plan. In essence, this means that the county knowingly acted in an unsustainable and environmentally detrimental manner. The lawsuit was settled when the county agreed to set an emissions reduction target and reduce GHG emissions.

Municipal development plans and zoning bylaws represent an opportunity to encourage urban design that is environmentally sustainable and adaptable to climate change.

## Natural systems

Climate change impacts are projected to cause shorter winters and earlier springs. This change in weather patterns will play a large role in a number of areas including ecosystem and species lifecycles. Increased risk of storm activity, forest fires, pests and diseases are likely to occur in a warmer climate. We are seeing examples of this already, including the 2003 European heat wave where health crises combined with drought and subsequent crop shortages in Southern Europe amassed to a death toll of over 35,000 people. Temperatures reaching

in excess of 45 degrees Celcius, flash floods in Switzerland and the loss of 10% of forest cover in Portugal due to fires, represent prime examples of the changes occurring worldwide. From heat waves to drought to storms, infrastructure will be impacted.

In Manitoba a major concern associated with climate change is increased storm frequency, severity and duration. Extreme weather events are increasingly projected as greenhouse gases continue to cause changes in climate. The Canadian Prairies are becoming better known for thunderstorms that generate tornados. Although tornados are most common in the southern areas of the province, they have been seen as far north as Thompson. Southern Manitoba has been subject to the most dangerous hailstorms in the province. In the summer of 1996 a hailstorm caused over \$100 million dollars damage to property. In 1997's Flood of the Century approximately 22,000 people were displaced with damage estimates at \$500 million for Manitoba and \$4.5 billion in North Dakota. These intense weather events and associated costs demonstrate how vulnerable infrastructure can be.

Current engineering standards and codes are based on historic climate data, however the Canadian Council of Professional Engineers (CCPE) has initiated a climate change adaptation program. CCPE indicates that "climate change will, over the years, necessitate changes to building codes, engineering practices and standards, and will affect the way facilities are designed, ultimately altering the economic lifespan of infrastructure and thereby impacting commerce and industry" (Infrastructure Canada, 2006). This work, however, is still at an early stage in terms of engineering design change. Mitigation efforts are needed to ensure that infrastructure is protected from changes in natural systems.

## Conclusion

The design, construction, repair and protection of infrastructure must be considered in the scope of long term environmental (and socioeconomic) considerations and climate change. This will require proactive adaptation measures developed through whole systems thinking. Without this, climate change will have potentially devastating and costly impacts. Throughout all planning processes for infrastructure development it is important to remain clear that projected climate change impacts are both dynamic and uncertain making *no-regrets* initiatives important.

The costs of adaptation strategies cannot currently be borne solely by municipalities, nor should they be. Many infrastructure projects are developed by the order of government closest to the people, however, municipal governments are not in a position to cover the full price of these systems. All orders of government need to work collaboratively to implement adaptation measures in order for responsibilities and costs to be manageable. ♻

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Many thanks to Rodney McDonald, Bill Brandt, Neil Cunningham and Klaas Rodenburg for their assistance.



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To ensure the greatest possible impact, FCM uses GMF to invest in plans, studies and projects that provide the best examples of municipal leadership in sustainable development and that can be replicated in other communities. FCM develops case studies and other tools to support municipal governments that are prepared to follow these examples.

## Applying to the Fund

Potential applicants seeking funding for plans and studies may submit an Intent to Apply (Part A) to FCM at any time of the year. FCM assesses the Intent to Apply and invites eligible applicants to submit a Detailed Proposal (Part B). Applicants seeking funding for capital projects submit applications in response to specific Requests for Proposals (RFPs) issued by FCM for each sector.

A Peer Review Committee rates applications for funding, the scores of which are submitted to the GMF Council. The GMF Council makes recommendations to the FCM National Board of Directors, which makes the final funding decision. From the acceptance of an application to the final funding decision by the FCM board, the approval process takes between six and nine months.

For more information on applying to the Fund, visit the FCM Centre

for Sustainable Community website at [www.sustainablecommunities.fcm.ca](http://www.sustainablecommunities.fcm.ca).

## Sharing knowledge

FCM awards grants for plans, studies and projects in part based on their potential to result in new knowledge that could be shared with other communities, and how readily they could be replicated. All funding recipients must report on their initiative and the lessons they learned.

## GMF Capacity Building program

FCM complements GMF funding with a Capacity Building program that:

- Shares the knowledge and experience gained by municipal leaders through GMF-funded plans, studies and projects;
- Helps municipal governments to act on the knowledge and lessons collected from leaders in sustainable community development, particularly those supported by GMF funding;

## GMF funding at a glance:

Initiative	Eligibility	Key pre-requisites	Available funding
<b>Plans</b> Sustainable community plans	Municipal governments	Council resolution to establish a vision for sustainability and targets to achieve it	Grants for up to 50% of costs to a maximum of \$350,000
<b>Studies</b> Feasibility studies and field tests related to brownfields, energy, transportation, waste and water	Municipal governments or corporations wholly owned by a municipal government  Public non-governmental or private-sector organizations applying in partnership with a municipal government	Sustainable community plan or relevant sector plan that includes sector-specific targets	Grants for up to 50% of costs to a maximum of \$350,000
<b>Projects</b> Capital projects related to brownfields, energy, transportation, waste and water	Specific to each RFP.	Specific to each RFP. Common pre-requisites include links to sustainable community plan, or favourable feasibility study or field test	Loans and loans with grants up to 80% of costs



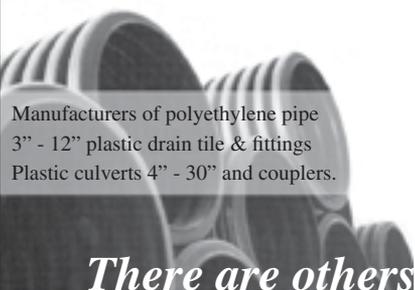
- Equips individuals with information and training, and institutions with governance and operational tools; and
- Promotes strategic approaches based on legal, regulatory, economic and fiscal frameworks.

The Capacity Building program includes:

- Campaigns in brownfields, energy, planning, transportation, waste and water; and
- A suite of programs, including the FCM Sustainable Communities Conference, Sustainable Community Missions, Partners for Climate Protection, and the FCM-CH2M HILL Sustainable Community Awards. ♻️

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# BRIDGE RENEWAL

## in Manitoba

By Ron Richardson, Director, Operations and Maintenance, Water Control and Structures, Manitoba Infrastructure and Transportation

**In 2006, Manitoba launched** the largest highway and bridge renewal strategy in provincial history. This 10-year, \$4 billion commitment for highways and bridges will allow the province to significantly increase its annual commitment for bridge renewal, allowing a record number of projects to be completed. In the five-year Highway and Bridge Renewal Plan Manitoba has committed over \$261 million to a bridge program, allowing for more inspections, better maintenance, and significantly enhanced capital renewal. The Renewal Plan also provides flexible funding to allow for immediate response to emerging needs – yet another initiative that will enhance public safety. Just a few weeks ago, an additional \$125 million was committed for the remaining four years of the plan, to further expand the province's bridge construction, maintenance and inspection capacity.

These new resources will ensure the province's 2,400 structures and culverts are inspected on regular schedules. All of the bridges will receive a visual inspection each year conducted by trained staff inspectors, with more detailed engineering analyses occurring at least once every four years or where deemed necessary.

Safety remains our highest priority. If a problem on a bridge or overpass is detected during inspection we take action immediately. This can involve anything from minor repairs to more significant rehabilitation, with bridge load restrictions or bridge closures imposed to protect the traveling public until the issue is addressed.

This new initiative, and the overall multi-year investment strategy, will continue to renew Manitoba's roads, enhance safety and help sustain our vibrant economy. ♻️



Girder Placement on Hwy. 1 East.



New bridges built as part of the Red River Floodway expansion.



# Transparency and openness – the hallmarks of a council’s practices

By Bernice R. Bowley, Fillmore Riley LLP

Although perhaps not strictly related to this issue’s Special Report on Infrastructure, the Supreme Court of Canada’s recent decision dealing with control by-laws should still be considered by municipal councils when dealing with contentious land control issues. (*London [City] v. RSJ Holdings Inc.*)

In 2004, the City of London, Ontario, passed an interim control by-law that mandated a one-year development freeze in land along a certain city corridor. Residents had complained that there was too much student housing occurring in the area. The City asked its City Solicitor to study the problem. In the interval, RSJ Holdings bought some property with the intention of constructing four residential units.

The City Solicitor then proposed some by-law and permit solutions, albeit not an interim control by-law. The City’s Planning Committee considered the corridor in two meetings closed to the public. The agendas, which were accessible to the public, indicated that confidential matters were to be discussed, but nothing was disclosed about the nature or subject of the closed meetings.

After the second closed meeting, City Council resumed in a regular public session that lasted eight minutes. During that eight-minute session, the council passed 32 by-laws, including the interim control by-law, without any public debate or discussion.

RSJ Holdings applied for an order quashing the by-law on the basis that council had discussed, and then decided to pass the by-law at two closed meetings. RSJ argued that this was in contravention of the City’s obligation under the Ontario *Municipal Act* to hold both council and committee meetings in public.

The first level of court denied RSJ Holding’s application because there was an exception provision in the Act allowing for closed meetings if potential litigation was the subject being discussed.

However, the Court of Appeal of Ontario quashed the by-law and the City of London

appealed to the Supreme Court of Canada. The City argued that it had complied with municipal requirements to have the vote conducted in public when they approved the interim control by-law. The City’s position was that its closed meetings were authorized under both the *Municipal Act* exceptions and also because advice that was subject to solicitor/client privilege was being discussed. The City also argued that *The Municipal Act* allowed for a closed meeting where the subject matter under consideration is one in which a committee or council may hold a closed meeting under another act. Since *The Ontario Planning Act* did not require notice or public hearings before passing an interim control by-law, the matter constituted one in which a closed meeting can be held “under another act” within the meaning of one of the exceptions in *The Municipal Act*.

While the City’s reliance on the exceptions to public meetings might seem reasonable in some circumstances, the City was aware that such a by-law would be contentious, and could have profound effects on landowners. With that in mind, the Supreme Court of Canada rejected the City’s reliance on the various exceptions. It emphasized that the Ontario *Municipal Act* mandates all municipal meetings be open to the public unless the subject matter falls within one of seven exceptions set out in the Act. The use of the word “shall” in requiring open meetings demonstrates that this must be done unless the exceptions are clearly and fully met. Further, the words “committee” and “meeting” were broadly defined and included any regular, special, or committee meeting. The exception regarding a closed meeting in another act was not met merely the *Planning Act* allowed for a closed meeting. A meritorious necessity for a closed meeting under the *Planning Act* was required before the statutory requirement to hold public meetings under the *Municipal Act* could be avoided.

The court held that interim control by-laws are powerful zoning methods by which municipalities can do a number of things, including broadly freeze the development of land, buildings and structures within its boundaries. The power to enact an interim control by-law is an extraordinary one usually exercised in situations where unforeseen issues have arisen and the status quo should be preserved while the municipality studies the problem and determines the appropriate planning solution.

The court noted that the open meeting requirement was intended by the legislature to increase public confidence in the integrity of its local municipal government “by ensuring the open and transparent exercise of municipal power”. Transparency and accountability in the decision making process must be respected, particularly given the powerful and profound effect on landowners. While the quashing of the by-law is an extraordinary measure to be taken by a court, the conduct of the City in passing the by-law in those secretive conditions merited its quashing.

As a result, councils should be mindful of the public meeting requirements under the Manitoba *Municipal Act*, and be wary of holding unnecessary *in camera* meetings, particularly where contentious matters are being discussed. Transparency and openness should be the hallmarks of council’s practices. §

*Bernice Bowley is a partner with Fillmore Riley LLP. Her practice is focused on general commercial insurance litigation, municipal law and employment law. She has appeared before all levels of court in Manitoba, as well as various administrative tribunals including the Manitoba Labour Relations Board, the Automobile Injury Compensation Appeal Commission, and the Pension Appeals Commission.*



# Fire Prevention

By Ken Fingler, Director, Risk Management, HED Insurance

Fire is one of the most useful tools known to man. When controlled, it provides heat for our homes and businesses; power for our automobiles and machinery; and heat to cook our food.

However, when fire breaks out of containment it can become incredibly destructive and even deadly in very short order.

Most fires start very small, often a simple malfunction or a careless act such as a heater, iron or coffeemaker remaining plugged in while left unattended.

The thermostats on these units may malfunction with age and stick in the 'ON' position causing the unit to overheat and burst into flame. The plastic parts burn very easily and very hot, often igniting other combustibles near by.

Cooking, especially when it involves grease, is a leading cause of fire in homes and restaurants.

While kitchen fires seldom kill people, they injure hundreds and cause millions of dollars worth of property damage each year.

Along with accidental fires caused by a wide variety of hazards, arsonists have also

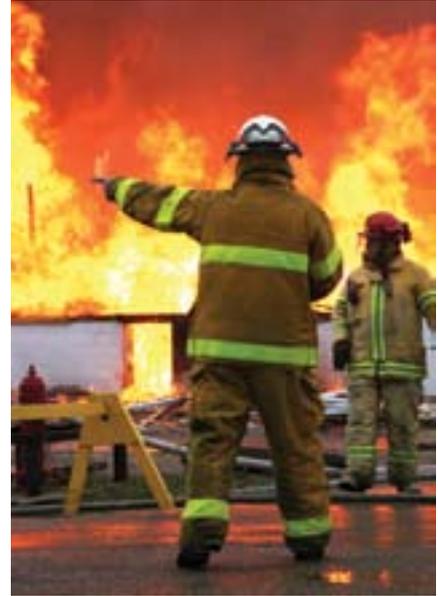
plagued some areas of Manitoba. While arson used to be mainly a problem of large urban centres, it has been erupting more and more frequently in small towns and rural areas. Arson fires have progressed from hay bales to garbage cans to garages and now to large buildings.

## Keys to reducing fire losses:

- First - Prevention by safe operation of equipment and removal of hazards.
- Second – Rapid detection and alarm if a fire breaks out.
- Third – Rapid extinguishment of the fire.

If not detected and extinguished early, a small fire can spread rapidly and quickly become uncontrollable, totally destroying the entire structure and possibly spreading to adjacent structures.

We have recently seen two large wood frame arenas and an interpretive center totally destroyed by fires. These all started as very small fires that could have been extinguished easily if they had been detected early and if fire extinguishers were used right away.



Regular building inspections to detect hazards and ensure fire systems are operational along with training of staff and volunteers in the use of fire extinguishers could greatly improve prevention, detection and extinguishment of fires.

## Prevention tips:

- Pay attention to your cooking. If you have to leave the stove unattended, turn down the heat.
- Regularly clean cooking equipment, hoods, filters, and exhaust systems to prevent the accumulation of grease.
- Portable heaters can be dangerous if not used correctly. Make sure that heaters are kept away from combustibles

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- (papers, curtains, clothes). Always turn off and unplug heaters when leaving the building.
- Do not store combustibles near any heating device or electrical panel.
- Do not use extension cords for long-term wiring. Long cords left in a coil while plugged in can overheat and start a fire.
- Keep paints and flammables to a minimum and stored in approved metal cabinets.
- Keep spare propane cylinders for the ice-cleaning machine outside the building in a locked steel mesh cage.

### Arson prevention:

- Secure all windows and doors to prevent unauthorized access into the building.
- Install a burglar alarm system to detect any intruders.
- Remove any combustible materials (wood, cardboard, old shelving) stored around that property that could be used to start a fire.
- Cut back brush and shrubs around buildings that would be used as hiding spots.
- Cover and padlock garbage bins located outside the building to prevent garbage bin fires.
- Move garbage bins at least 25 ft. away from the building to prevent a fire in the bin from spreading to the building.

- Install motion lights around the building to scare away loiterers.

### Detection tips:

- Install smoke and/or heat detectors throughout the building. Electric units with battery back up are the most reliable.
- Test fire detection systems (smoke and heat detectors) annually.
- Change batteries frequently - At least every 6 months - (Doing it when the time changes in the spring and fall makes it easy to remember).
- Have fire detection system connected to a monitoring station to ensure rapid response when the building is unoccupied.
- Install a high-power strobe light outside the building that is activated by the alarm systems. This flashing light can be seen from a long distance and can help direct help to the location.

### Extinguishing tips:

- Fire extinguishers are affordable. Keep a good supply in the building and check them monthly to ensure that they are operational. Have them serviced annually by a qualified contractor.

- Make sure that all employees and volunteers know how to use the fire extinguishers.
- Check and service automatic extinguishing systems over the cooking equipment every 6 months to ensure that they are operational when needed.
- Grease / oil fires can be deadly. If a pot of grease / oil catches fire:
  - *Don't try to carry the pot. It is very hot and if you drop it, the burning oil will spread swiftly.*
  - *Don't use water on the burning oil. It will explode and spread faster than you can run.*
  - *Do use a dry chemical fire extinguisher or baking soda to smother the fire.*
  - *If there is no fire extinguisher, wet a towel and drop it over the burning pot. It will smother the flames and cool the oil.*

### You can help prevent fire losses!

For additional information or if you have questions, please contact Ken Fingler at HED Insurance and Risk Services at 1-800-665-8990 ext 7279 or at [kfingler@hedinc.com](mailto:kfingler@hedinc.com). ☞

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Cansel's Winnipeg office has been in operation for over 20 years with Darren

Wanless taking over the operation in 2000. Darren, an expert in the industry, is the owner/principal of the Manitoba Division. The Winnipeg location boasts a full service centre, toll free technical support line, and outside sales representatives to consult, train and support users on all Cansel's products and services.

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## MISSION:

# Possible!

## AMM 9th Annual Convention

By Lynne Bereza, AMM Communications Coordinator

A total of 970 delegates attended the AMM's 9th Annual Convention, held at the Keystone Centre in Brandon from November 26 to 29, 2007. Here is a recap of the three-and-a-half-day event.

### Presentations and speakers

The first item on the agenda was Monday's Annual Business Meeting. Our thanks go to **Ken Phernambucq** of The Exchange Group and **Art Elias** of HED Insurance for updating delegates on the annual financial statement and the AMM insurance program.

The Annual Business Meeting was followed by an address from The Honourable **Vic Toews**, President of the Treasury Board and MP for Provencher, who spoke at length about how the Federal Government is making crucial investments in our infrastructure. He noted, "As a Federal Government we have infrastructure priorities of our own, and sometimes those priorities might conflict with other levels of government." He went on to say, however, that his government "will deliver—and the center piece program to help us do it is called *Building Canada*." Minister Toews stated he is looking forward to reaching a framework agreement to manage Building

Canada Funds with the Manitoba Government soon. The Minister was also clear on where his priorities sit when it comes to infrastructure funding, stating, "There will always be debate about which projects are the right ones...but there is only one taxpayer, and clean water, bridge repair, or a sewer upgrade will always come first for me."

### Speakers

As always, the AMM offered three diverse but equally engaging keynote speakers. Kicking off day one was the very humorous **Brian Thwait**s, who presented "So One Brain Said to the Other," much to the enjoyment of the delegate body.

Tuesday's keynote speaker was the highly anticipated **Marc Garneau**, who did not disappoint attendees. Garneau not only gave us a glimpse into the life of an astronaut, he highlighted some of the pressures on the earth's environment – and how it is our collective responsibility to tackle this problem. Unfortunately, Garneau experienced some difficulty leaving Brandon after his presentation – but thanks to some help from AMM delegates, he was quickly on his way (*see sidebar*).

(continued on page 44)



Your 2007/2008 AMM Executive:  
Rural Vice-President Doug Dobrowolski,  
President Ron Bell, and Urban Vice-President  
Shirley Kalyniuk



The Hon. Vic Toews, President of the  
Treasury Board and MP for Provencher



Councillor Ken Wilander, Town of Birtle, shakes hands with Keynote Speaker Peter Legge

## *A short message from* **Marc Garneau**

On November 27, after my presentation, as I was preparing to drive back to Winnipeg to catch a flight home to Montreal, someone who had been kind enough to start my car so that it would be ready and warmed up, informed me that the two front tires were flat. Without hesitation, a couple of the delegates attending the AMM Convention offered to help me, thereby giving up their lunch hour.

First, they changed one of the tires, the flattest one, then accompanied me to a gas station to inflate the second one temporarily, then accompanied me to the Fountain Tire store to see about fixing or replacing the two tires.

The staff members at Fountain Tire were also kind enough to take care of me right away and checked the tires, both of which turned out to be fine (they had deflated after losing their seals because of the very cold temperature drop after driving from Winnipeg).

I want to thank all the good Samaritans who came to my help yesterday. You are truly fine human beings and you made it possible for me to catch my flight with 2 minutes to spare.

I was very touched by your generosity.

*- Marc Garneau*

**Editor's Note:** The Knights in "Manitoba Winter Armour" were Councillors **Ray Drayson** and **Wayne Hildebrand** from the RM of Langford. The AMM is most appreciative to these two fine gentlemen for the quick assistance they gave to our keynote speaker. Thank you, Ray and Wayne!



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Keynote Speaker Marc Garneau stands with Wardrop's Wally Jackson. Wardrop was the proud sponsor of Garneau's appearance at the AMM 9th Annual Convention.



The Hon. Steve Ashton, Minister of Intergovernmental Affairs and President Bell share a handshake for the camera

On Wednesday, the inspirational **Peter Legge** took to the stage to deliver a presentation that was a year in the making! Legge was unable to attend last year's AMM Annual Convention due to inclement weather, and the weather this year almost did not cooperate once again – he arrived in Brandon, via plane, with only minutes to spare before taking the stage! Legge was well worth the wait and signed many books for appreciative delegates immediately following his keynote address.

The Honourable **Steve Ashton**, Minister of Intergovernmental Affairs also took to the stage and had an exciting announcement for delegates – an increase from 16% to 65% for provincial disaster financial assistance payments for municipal equipment used in an emergency. We also heard from **Hugh McFadyen**, Leader of the Manitoba Official Opposition; **Dr. Jon Gerrard**, Leader of the Manitoba Liberal Party, and **Gord Steeves**, President of the Federation of Canadian Municipalities. Steeves' address

was particularly timely in light of the release just the week before of FCM's report *Danger Ahead: The Coming Collapse of Canada's Municipal Infrastructure* (the Executive Summary of this report is reprinted, with permission from FCM, on page 20). In addition, **Premier Gary Doer** presented his annual address to delegates at the Gala Banquet.

Delegates had the opportunity to attend six different workshops this year. (See *presentation summaries on page 47*).

Several plenary sessions were offered as well. The first session, "Drainage Regulation and Funding," was presented by Manitoba Water Stewardship's **Steve Topping** and **Perry Stonehouse**, who remained after adjournment to answer questions. The second plenary session focused on the emerging topic of wind energy. A panel of experts moderated by **Shelley Morris** of Morris Wrighton Association Management addressed the various aspects involved in wind energy development in Manitoba com-

munities. Our thanks go to panel participants **Paul Grenier** and **Normand Mabon** from St. Leon, Manitoba; **David Hugill** from the Canadian Wind Energy Association, and **Dr. David Neufeld** from Manitoba Intergovernmental Affairs. The third and final plenary took place on the final day of Convention, and saw **Dr. Enid Slack** return to the stage. Dr. Slack initially presented to AMM delegates a year ago in Winnipeg, and returned to update us on Municipal Roles, Responsibilities, Resources and Relationships. The plenary sessions are available on the AMM website at [http://www.amm.mb.ca/res\\_presentations.html](http://www.amm.mb.ca/res_presentations.html).

### Ministerial Forum

This year's Ministerial Forum saw Premier Doer and six Ministers take part. Minister of Intergovernmental Affairs, **Steve Ashton** chaired the Forum and was joined by **Ron Lemieux** (Infrastructure & Transportation), **Rosann Wowchuk** (Agri-



Premier Doer gives his annual address to delegates at the Gala Banquet



Leader of the Official Opposition Hugh McFadyen addresses AMM delegates



President Gord Steeves, FCM



Members of the Provincial Cabinet pose for the camera immediately prior to this year's Ministerial Forum. Pictured (L to R) are Minister Steve Ashton, Minister Eric Robinson, President Bell, Premier Doer, Minister Rosann Wowchuk, Minister Stan Struthers, and Minister Christine Melnick

culture, Food and Rural Initiatives), **Stan Struthers** (Conservation), **Eric Robinson** (Culture, Heritage, Tourism and Sport), and **Christine Melnick** (Water Stewardship).

Participating Ministers fielded a total of 36 questions from AMM delegates on almost as many topics. While the majority of questions were directed at Premier Doer, all Ministers received questions specific to their areas of responsibility.

### Elections

AMM President **Ron Bell** was again acclaimed this year and will serve a fourth term as AMM President. Rural Vice-President **Doug Dobrowolski** was also acclaimed, while Urban Vice-President **Shirley Kalyniuk** faced opposition from **Randy Sigurdson**, AMM Interlake Urban Director. In the end, Kalyniuk received 445 votes to Sigurdson's 172.

### Resolutions

Three resolutions sessions were scheduled this year, with a short list of 36 resolutions coming to the floor for debate, including three AMM By-law changes. Only two resolutions were defeated this year, and a resolution coming forward on appeal – Public Schools Amendment Act (36-2007) was also carried after the delegate body voted to debate it.

**Resolutions Summary – 2007**  
**Total Number of Resolutions 36**  
**Number carried 34**  
**Number defeated 2**

AMM Vice-Presidents **Shirley Kalyniuk** and **Doug Dobrowolski** chaired all resolutions sessions this year. **Mel Nott**, Executive

Director of the Manitoba Municipal Administrators' Association, acted as Parliamentarian. Members of the 2007 Resolutions Committee were:

- Interlake District** - Mayor Don Pepe, Town of Winnipeg Beach
- Western District** - Mayor William Shackel, Village of Glenboro
- Eastern District** - Reeve Don Halbert, RM of Lac du Bonnet
- Mid-Western District** - Councillor Ron Kostas, RM of Rosburn
- Parklands District** - Reeve Clifford Kutzan, RM of Grandview
- Central District** - Councillor Orville Wagner, City of Portage la Prairie
- Northern District** - Councillor Cory Young, City of Thompson

### Awards

The Honourary Life Member Award is given out each year in recognition of outstanding and exemplary service to the Association, its member associations and to the community. This year, the AMM awarded two Honourary Life Members at the AMM Annual Banquet. The first Honourary Life Member Award went to **Grant Buchanan**, who served as President of MAUM and as Urban Vice-President of AMM. Buchanan was a Councillor for the Town of The Pas from 1993 until 2006. The second award went to **Jim Knight**, former Reeve of the RM of Portage la Prairie. Knight was a UMM Director for a number of years before taking the jump to Vice-President and then President from



Resolutions Committee



Honourary Life Recipient Grant Buchanan and his wife Linda

1992-1993. Both gentlemen served on the board of the Federation of Canadian Municipalities, as well.

### Display Area

The AMM would like to thank all the delegates who took the time to visit our sold-out Display Area. The AMM would also like to thank the following businesses for sponsoring the AMM's Icebreaker Event:

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Overall, this year's AMM Convention was another great success. Top-notch speakers, opportunities for learning and networking, decisive and focused resolutions sessions, and plenary sessions

devoted to the timeliest of issues – water, wind, and the 4R's – all added up to an outstanding event. Thanks to all delegates who attended for helping us to achieve our *Mission: Possible!*

### Congratulations to our prize winners:

#### Icebreaker Prize

- \$500 Home Depot Gift Card  
**Chris Radford, Town of Russell**

#### Grand Prize

- \$2,000 trip voucher sponsored by HED and AMM  
**Debra Temple, Village of Waskada**

### Thank-you to all delegates who attended the 9th Annual AMM Convention.

A very special 'thank-you' goes out to all the speakers who took the time to present to our members; and to those businesses and organizations that sponsored our event.

*We could not do it without your support!*

See you at the 2008 Convention in Winnipeg, where we will celebrate the AMM's 10<sup>th</sup> Anniversary! 🍷



Honourary Life Recipient Jim Knight addresses banquet attendees



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# Summary of Workshops . . .

. . . Presented at the AMM 9<sup>th</sup> Annual Convention in Brandon, Manitoba from November 26-29, 2007

All presentations are available for download on the AMM website at [http://www.amm.mb.ca/res\\_presentations.html](http://www.amm.mb.ca/res_presentations.html)

## Affordable Housing Initiative & HOMEWorks! Strategy

**Presenter:** Diane Anderson, Provincial Delivery Manager, Affordable Housing Branch, MB Family Services & Housing

This workshop focused on the accomplishments of Manitoba Family Services and Housing Branch under the Affordable Housing Initiative, and provided some information on the new HOMEWorks! strategy.

## The Manitoba Public Utilities Board- Who we are and what we do

**Presenter:** Gerry Gaudreau, Secretary and Executive Director, Public Utilities Board

The presentation was a brief overview of the Manitoba Public Utilities Board. It covered the various mandates of the Board, its composition and the processes it uses to adjudicate matters under its jurisdiction. The majority of the presentation focused on the Board's responsibilities in relation to Water and Sewer Utilities, appeals under the *Highways Traffic Protection Act* and the bereavement industry, all matters which involve and affect municipalities in some manner. The session also raised attendee attention to emerging issues, such as the impending effect of accounting standard changes and more stringent provincial requirements for water and sewer utilities.

## Green Manitoba; An update on Provincial Waste Minimization initiatives

**Presenters:** Jim Bakken, Executive Director and C.O.O.; Doug Smith, Director, Strategic Planning and Jim Ferguson, Lead, Waste Management, Green Manitoba

This presentation addressed the progress to date on four priority waste streams – tires, packaging and printed paper, household hazardous waste and electronic

waste. The session also described upcoming programs planned for water conservation and energy efficiency.

## Our Mission . . . Making Immigration More Possible

**Presenters:** Russ Phillips, CAO, Town of Altona and Ximena Munoz, Director for Settlement & Labour Market Service Branch, Immigration and Multiculturalism, Manitoba Heritage and Immigration

The presenters spoke about the unique features of Altona's immigration program. The Town of Altona emphasized their committee's role and the network of hosts, employer reps and volunteers they have engaged in the community. They spoke on both the enablers of these programs and some of the barriers they have encountered. The session provided broad comment on some of the social and economic impacts Altona has experienced, discussed the effects immigration has had on the community at present and highlighted what they see coming in the future.

## Place aux Jeunes – Make Way for Youth

**Presenters:** Jean A. Beaumont, Executive Director of Manitoba Bilingual Municipalities Association (AMBM) and Stéphane Gagnon, Youth Coordinator,

Economic Development Council for Bilingual Municipalities (CDEM)

Since 2005, the Place aux jeunes / Make Way for Youth in Manitoba program has helped 10 qualified young people return to rural areas and approximately 100 youths have registered on the Place aux Jeunes / Make Way for Youth in Manitoba (PAJM) website. It is hoped that the initiative, which is a real antidote to the rural exodus, will gradually be made available in Manitoba's sixteen bilingual municipalities over the coming year. This presentation was delivered in French with translation services available.

## Severe Weather in Southern Manitoba

**Presenter:** Rob Paola, Warning Preparedness Meteorologist, Prairie & Arctic Storm Prediction Centre, Environment Canada

This session provided a look at severe weather in southern Manitoba, both winter and summer, what defines it, where it occurs, and what to look for. Environment Canada's severe weather watch and warning program was also discussed along with a look at EC technology to forecast severe weather and dissemination networks to get severe weather information out to the public.



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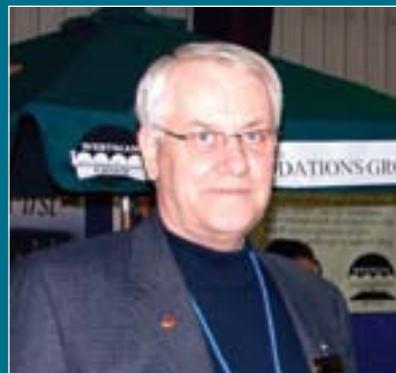
# AMM 9th Annual Convention



It pays to stay late at the Icebreaker – just ask Councillor Chris Radford, winner of a \$500 Home Depot Gift Card!



Councillor Raymond Janssen, RM of Ochre River



Mayor Martin Harder, City of Winkler



Doug Popowich, Fire Commissioner, chats with CAO Ken Jenkins, Town of Minnedosa



L to R: CAO's Brent McMillan, Town of Carberry and Brigitte Doerksen, Town of Morris, chat with Mayor Archie Heinrichs, Town of Plum Coulee



AMM Fraternal Delegates from SUMA, SARM, AAMD&C and FCM listen to the proceedings



HED's putting green is always a popular spot in the Convention Display Area.



Councillor Bonita Bily, Town of Russell



The family of Honourary Life Recipient Jim Knight smile for the camera



Councillor Gordon White, RM of Cameron, delighted the audience – with a little help from Don Bryan and Noseworthy

# AMM 9th Annual Convention



The UCT Pavillion was full for most plenary sessions.



Delegates chat while waiting for a session to begin.



Past-President Stu Briese is piped into the Opening Ceremonies followed by the AMM Board of Directors.



L to R – CAO Garth Mitchell, Councillor Keith Wadham, RM of Wallace and Mayor Roland Gagnon Village of Elkhorn



Perry Stonehouse and Steve Topping of Manitoba Water Stewardship presented the plenary "Drainage Programs & Policies".



The Honourable Vic Toews responds to reporter's questions following his address to delegates.

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Premier Doer responds to a question during the “bear pit” session, as Water Stewardship Minister Christine Melnick looks on.



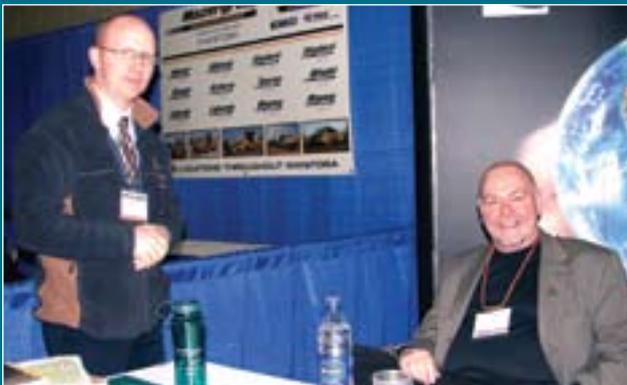
Environment Canada's Rob Paola (right) answers delegate's questions after his workshop, “Severe Weather in Southern Manitoba”.



L to R – Paul Grenier and Normand Mabon, from St. Leon, Manitoba, were part of the panel discussing “Wind Energy and Municipalities – The Straight Goods”.



President Bell answers media questions immediately following the Ministerial Forum.



Councillor Harold Smith, City of Thompson visits with the MPSC's Jim Fogg



Mayor Bob Stefaniuk, RM of Ritchot, speaks to a resolution

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# Art Elias

## HED Insurance and Risk Services

You have no doubt seen him at an AMM event. You have likely even heard his captivating presentations on your municipal insurance program. But how does a young man from southern Manitoba become the broker for a municipal insurance program and head of one of Manitoba's premier corporations? The *Municipal Leader* spent some time with Art Elias and found out that sometimes what is most interesting isn't where you are, but how you got there.



Born in Winkler Manitoba, Art spent his earliest years in the small village of Haskett (which has since disappeared), followed by time in Roland and Morris. At the age of 17, Art made the move to Winnipeg in a quest for gainful employment. But the decision to get involved in insurance was as much a twist of fate as any predetermined plan.

It turns out insurance wasn't the first career option for Art – he originally applied at CN Rail for a job as a “car-man.” To this day Art contends that the only reason he didn't get the job is that he had forgotten his phone number since he had only just moved. To think, Art could have been a career long CN employee had he remembered his phone number!

Art then applied to an insurance brokerage owned by James Richardson and Sons where he landed the job of office boy in January 1964. Within months he was learning about homeowners and auto insurance. Art then moved to another Richardson company that did association insurance, which had become of interest to Art.

In 1975, Art moved to AON Reed Stenhouse, where he was charged with developing his own “book of business” through sales. At the same time, Art had a friend on the council of his old stomping grounds of Morris, so he gave him a call to ask about the Town's insurance. This inquiry led Art to a meeting with the Union of Manitoba Municipalities (UMM) at their office on the 2<sup>nd</sup> floor of the old Portage Hotel in Portage La Prairie to discuss an insurance program for municipal corporations. The idea percolated, and a survey was done to find out the insurance needs at the time. Art reported the survey findings to the UMM membership at UMM's June District Meetings the following year. Little did Art know this would be the start of a regular June tradition.

Shortly following these meetings Manitoba municipal history was made, as Art sold his first account on July 7, 1975 to the RM of Bifrost. In true Manitoba fashion, the deal was struck at Reeve Siggie Wopford's kitchen table.

As the municipal program started to grow, a similar program was created for Manitoba public school divisions and, by 1979, both programs were becoming well established and successful. When the opportunity came along to acquire a small insurance brokerage together with a couple of former colleagues they jumped, and within a year both the UMM and the schools programs joined the new firm. Three years later the firm merged with another small brokerage to form Hayhurst Elias Dudek (HED) Inc.

Today, HED has the distinction of being one of the province's 50 fastest growing companies, according to *Manitoba Business Magazine*, and this year received an Excellence in Leadership bronze award from the Human Resource Management Association of Manitoba. HED has been recognized as one of Manitoba's top 10 employers by *Maclean's* magazine and has 226 employees, including those at the wholly-owned, federal insurer-licensed subsidiary SecuriCan General Insurance Company, which underwrites the HED pet health insurance program.

When asked to highlight some of the biggest challenges he has faced in municipal insurance, a couple came to Art's mind. The first was when UMM's insurer Northland General Insurance Company went bankrupt in June 1985. Art had to make sure that municipalities didn't lose their premiums while also making sure claims got paid. Art managed to replace the insurer in time, leaving municipalities properly insured for the year, and making sure not a single municipality lost a nickel. As is often the

case, rising out of this challenge came a new opportunity for municipalities, as this marked the start of the AMM's self-insurance structure, with the first policy term of this new agreement having a self-insurance funded deductible, or Loss Pool, of \$10,000 per claim, \$150,000 for the year.

Art was also quick to admit that his biggest challenge might be yet to come – the April 1, 2008 renewal. 2007 has been a tough year for municipalities, with the hail-storm in Dauphin, along with a number of community facilities falling victim to fire. There have been a large number of claims under the program this year, and high dollar amounts attached to these claims.

A final question posed to Art was: Why does the majority owner, president and chief executive officer of an award-winning company, which boasts headquarters in Winnipeg and offices in Laval, Québec, make a point of coming to AMM events? On the agenda at June District meetings every year and a fixture at other AMM events like Convention, Art spends a lot of his time out of the office meeting with the AMM membership. It would seem logical that an avid golfer and grandfather of six could find another way to spend his time.

Art's response to this question is most telling about his true character – he likes the people. Art understands that while the insurance program makes sense to him, not everyone is as comfortable with it, and this can sometimes prevent people from knowing what they need to about their program. Face to face, Art gets the chance to explain the program and he gets to hear the thoughts of the membership. Or as Art put it, “The beauty is, that when they do speak, you better shut up and listen, because odds are they've got something important to say, from which if you let yourself, you'll likely be able to learn something.”

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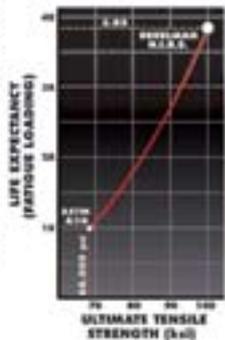
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