

VOLUME 23 NUMBER 3 | FALL 2018

URBAN*Voice*

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

Governance & Risk Management



PM#40065075

Board Profiles - Councillor Randy Donauer and Councillor Lee Finishen



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PROGRAMS

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Here is a list of our current DUC programs that are offered in our priority areas:

Conservation Easements (CE)

DUC signs a CE with the landowner who agrees to protect the natural value of the land (wetlands, native prairie, and tame grasslands) in perpetuity in exchange for financial compensation. Haying and grazing are allowed on the uplands while the wetlands are kept intact.

Purchase of Land

DUC purchases land for the purpose of restoring and protecting the habitat on the parcels. DUC pays fair market value for land and retains ownership of these lands in perpetuity. DUC also buys land as part of our Revolving Land Conservation Program (RLCP), where we purchase the land, restore any upland or wetland habitat on the parcels and then sell the land with a CE.

Long-term Lease

The long-term lease program (minimum 10 years) provides annual compensation to landowners based on current fair market value for land (cultivated and grassland). DUC pays for all restoration (grassland and wetlands) and manages the land for the period of the lease.

Rangeland Programs

- DUC provides financial assistance to landowners for costs associated with constructing a new perimeter barbed wire fence (up to a maximum of \$5,000) in exchange for protecting the wetlands and upland habitat on the parcel.
- DUC manages its lands through haying and grazing tenders, and we invite producers to use portions of our land in

exchange for a fee, then we invest those proceeds back into local conservation programs. Contact your local DUC office for more information on this program.

Forage Programs

DUC currently offers several types of forage programs including the following:

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This program provides \$100 reimbursement for each 50lb bag of CPS Proven Seed purchased and seeded.

- **Forage in Rotation Program** – DUC agronomists will work with you to implement a rotational forage program and provide financial compensation for those areas that are seeded.

- **Marginal Areas Program** – DUC agronomists will work with you to find areas on your land that are growing poor crops due to excessive moisture or salinity, and work with you to seed those areas to forage. DUC will also provide financial compensation on those forage lands. The remaining cultivated acres remain farmed to maximize your crop yield and profit on the most viable cultivated acres of your field.

Wetland Restoration

If wetlands have been drained or altered on your land, we can help you restore them back to their natural levels. These projects are usually combined with other programs such as our CE, lease or forage programs.

Some conditions apply. Contact DUC for more information at 1-866-252-DUCK (3825) or du_regina@ducks.ca





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URBAN Voice

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FEATURES

GOVERNANCE and RISK MANAGEMENT	13
Calming Conflicts and Resolving Disputes	15
Peer to Peer: Saskatchewan's Municipal Peer Network.....	18
Municipal Leadership Development Program: Helping Councils Adapt to this Changing World.....	21
What's My Job Anyway? Part II: Employment Law Rights and Wrongs	22
Update on Whistleblower Protection for Municipal Employees	25
Fostering Brownfield Redevelopment.....	26
Urban Water Best Management Practices: Are They a Fit For Your Community?.....	29
Closing the Broadband Gap in Saskatchewan and Across Canada.....	32
Best Practices for Meeting Procurement Trade Obligations	34
Town of Hudson Bay Hosts the 30th Annual SUMA Golf Tournament	36
Make a Date with SUMA	39
Growing SUMAdvantage with Your Help	45
SUMAdvantage Partners	46



DEPARTMENTS

President's Voice	6
Board of Directors	8
CEO's Voice.....	10
Legal Services Voice	22
Make a Date with SUMA.....	39
Board Profile: Randy Donauer	40
Board Profile: Lee Finishen	42
SUMAdvantage Voice	45
Reach our Advertisers	48





MANAGING EXPECTATIONS WITH GOOD GOVERNANCE

Councillor Gordon Barnhart, President

When we campaign for our first council seat, many of us have great ideas of what we'd like to accomplish in our term — fixing roads, increasing transparency, reducing taxes — and when a resident comes to us with a complaint, we want to be able to do something, even if it means rolling up our sleeves to fix the problem ourselves.

It's all about betterment of the community. Almost every elected official I've spoken with has said they became a mayor or councillor to make a positive difference in the community they call home.

But with limited funding and emerging priorities, plans change. Funding dedicated to repairing roads may be needed to fix an unfolding issue with the water treatment plant. Or a promised tax reduction might be nearly impossible with the community's sports complex requiring necessary repairs. And handling a resident complaint may not be as simple as rolling up our own sleeves. One of the toughest challenges of being a municipal official is managing expectations — our own and those of our residents.

An essential element of good governance, which this issue of *Urban Voice* is dedicated, is transparency. But not only is transparency integral to good governance, it is also essential in managing expectations. Being transparent and ensuring the lines of communication are open can help residents understand why certain decisions are being made, why there is a tax increase instead of a tax reduction, or why a road maintenance project has been put on hold.

Transparency and communication are also essential around the council table. Open discussions are a cornerstone of democracy.

But no matter the level of transparency and communication, disputes can still arise. That's why in this issue you'll find resources to resolving disputes. You'll also find best practices — ways to stretch those dollars to help achieve your community's goals and meet some of those expectations.

One of SUMA's main functions is capacity building — giving you access to resources that promote good governance. So,

It's all about betterment of the community. Almost every elected official I've spoken with has said they became a mayor or councillor to make a positive difference in the community they call home.

we don't just stop with the great articles you'll find in this issue of *Urban Voice*. That's the purpose of our workshops, regional and sector meetings, convention, and of course, our webinars, too.

For SUMA members, regional meetings are a chance for you to hear what is new with SUMA and discuss issues with fellow municipal leaders in your area. And don't forget about convention! Convention 2019, taking place in Saskatoon February 3 to 6, is guaranteed to again offer an abundance of learning opportunities with breakout and education sessions, Dialogue with Ministers, Bear Pit, and more.

Happening all year is our webinar programming, which we are proud to say has expanded. So far this year we have brought you webinars on cannabis legalization, road renewal, dispute resolution, and bullying in the workplace, and we have plans for many more to come.

SUMA is also working to improve educational opportunities available to elected officials and administrators through post-secondary institutions such as the University of Regina, Southeast College, and Northlands College — and while we work to improve those post-secondary offerings, don't forget about the Municipal Leadership Development Program.

Sometimes though, we face issues that aren't covered in a curriculum. This is where resources like the new Saskatchewan Municipal Peer Network come in. Who better understands the challenges of municipal governance than another municipal leader? The peer network connects you with a mentor — elected officials and senior municipal administrators — who have years of experience. Mentors can provide advice on interpersonal conflicts, governance practices, service provisions, public issues, and roles and responsibilities. They can also direct you to other available resources. Really, the mentors are here to be your sounding board and talk things out. Plus, all your conversations are confidential!

And if these resources don't answer your questions, you can always contact SUMA. We are here to help. Our goal is to equip you with the best tools and knowledge available to fulfill your roles as municipal leaders to the very best of your abilities. ■



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MANAGING RISKS IN STRATEGIC PLANNING

Jean-Marc Nadeau, Chief Executive Officer — SUMA

In the summer issue of *Urban Voice*, I focused on capital planning, specifically on the importance of long-term strategic planning of capital assets. A critical component of strategic planning is having a long-term vision.

I often refer to the long-term vision as, “What do we want to be when we grow up?” Once we have a vision, we work our way back to the beginning and assess what needs to be done to meet that vision; what type of initiatives are necessary to reach the desired outcomes? When assessing each initiative, we need to consider the associated risks and who should be responsible for mitigating these risks. This is what we refer to as risk management. It’s asking, “What’s the worst that could happen?” and then planning how to reduce that risk.

Risk management is by no means a new concept. But we don’t always spend sufficient time reviewing the likelihood of a risk and the impact it will have on the success of our vision.

Successfully managing risks is not just about assessment

and mitigation, but also about considering the initiative as an opportunity. What other opportunities will the initiative bring?

Sometimes we also mistakenly take ownership of all identified risks.

When addressing risks, we often feel that we’re the only ones who can mitigate the problem. But there are four ways to mitigate risks. One can decide to mitigate the risk themselves; put measures in place to reduce the impact. Secondly, the initiative owner may work with a third party to transfer the risk; let someone else manage the risk on your behalf as they may be better positioned. Thirdly, the owner may simply accept the risk because the impact is not that important. Finally, the initiative owner may find that the impact of the risk is so great that it’s best to simply disregard the initiative altogether and find another way to drive the vision forward.

Dedicating sufficient time to identifying risks and assigning mitigation responsibility makes the climb to achieving your long-term vision a little easier. It’s also a great governance practice. ■

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“Pipeline construction brings a lot of opportunities to our community”

How does the Line 3 replacement benefit small communities?



April and Darryl Anderson

Owners of the Alive Sky Lodge and Anderson Ag Ltd

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➔ Calming Conflicts and Resolving Disputes.....	15
➔ Peer to Peer: Saskatchewan's Municipal Peer Network.....	18
➔ Municipal Leadership Development Program: Helping Councils Adapt to this Changing World	21
➔ What's My Job Anyway? Part II: Employment Law Rights and Wrongs	22
➔ Update on Whistleblower Protection for Municipal Employees	25
➔ Fostering Brownfield Redevelopment.....	26
➔ Urban Water Best Management Practices: Are They A Fit For Your Community?	29
➔ Closing the Broadband Gap in Saskatchewan and Across Canada.....	32
➔ Best Practices for Meeting Procurement Trade Obligations	34

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CALMING CONFLICTS AND RESOLVING DISPUTES

Anna Robinson, Former Manager of Strategic Initiatives — Ministry of Advisory Services and Municipal Relations
Amanda Willcox, Mediator — The Dispute Resolution Office, Ministry of Justice

Does conflict make you uncomfortable? You're not alone. Unfortunately, whether it's at the council table or in your own home, conflict is a natural part of life. However, understanding conflict and the patterns to conflict can lead to more effective resolution and help calm the disputes in your life.

Think about a conflict you have recently been involved in and see if you can determine what type(s) of conflict may have been present:

- **Data** — Conflict that is a result of lack of information, different interpretation of information, or wrong information. Data conflicts are easily resolved by providing clear and correct data, as well as checking assumptions about data.
- **Structural** — Conflict related to how things are structured. The structure could be the hierarchy of positions or the amount of resources available to the overall system. Structural conflicts are resolved by clearly defining the roles and responsibilities of the system and communicating the proper structure.
- **Relationship** — Conflict that impacts the trust and working relationship between people. Typically, it comes from negative feelings, such as jealousy. Relationship conflicts can only be resolved through strong communication and work towards creating a different relationship in the future.
- **Values** — Conflict rooted in the values and beliefs of the people involved, and these values and beliefs are opposing one another. Value-based conflicts are the most difficult to resolve and, typically, an understanding of the differences needs to be analyzed. Usually, the end result is agreeing to disagree.

You may recognize multiple types of conflict in the example you are thinking about. That is common when dealing with difficult conflicts, and it is important to resolve all types of conflict to be able to work towards resolution. For example, undefined roles and responsibilities of council members

and administration (structural conflict) can lead to personality difficulties at the council table and with administration (relationship conflict).

The approach you use when dealing with difficult conflicts can also be fundamental in determining your future working relationship. Two theorists, Thomas and Kilmann, describe five approaches to conflict that may be helpful. The degree of assertiveness and cooperation help to distinguish each approach. Think about your natural approach to conflict as it is described in the graph below. Your natural approach is how you will typically deal with conflict, and there is no right or wrong approach.

The way you approach conflict often affects the resolution. For example, as a councillor, you may use a competitive approach to stand up for the people who elected you. But if you take a continued competitive approach with your municipal administrator, it could affect your working relationship and result in less cooperation. By recognizing your approach and being able to adapt based on the situation, you can influence the resolution of issues. If you are interested in assessing your conflict style, there are free conflict style evaluators online.

Understanding how conflicts escalate can also be helpful when working towards effective resolution. It may be easier to identify conflict escalation in others. The figure on page 16 describes the natural pattern of conflict escalation. When people are in the bottom third (cooperation to get defensive), they are most likely able to resolve their own conflict when a different approach is taken. When in the middle third (look for support to group think), a third party may need to become involved to test realities or be a sounding board. When people reach the top third of the escalation tornado (beliefs feed observation to mutual self-destruction), one-on-one strong reality testing and challenging is involved. When people fall in these categories, their reality is shaped by what they believe has happened and encouragement to resolve the issue with the other person may not be beneficial. Recognizing where you and others are in conflict escalation can be important to know what supports are needed.

Decreasing conflict and resolving issues builds trust between individuals. Think of trust like a bank account: you can make 'deposits' and 'withdrawals' through your actions. When you manage conflict poorly and compete excessively, you can drain



Source: ascenditur.no/blog/2017/04/30/managing-workplace-conflicts.

Governance & Risk Management



Conflict Escalation Tornado by Stacy Muller and Amanda Willcox, redesigned by JVDW Designs.

the account. Trust, when it is high between people, allows for easy decision making and high-level conversations without a lot of suspicion or information needed to back up responses. When trust is diminished or broken, it can take time and effort from all parties to make decisions. Focus turns to requiring proof or supporting information, rather than focusing on the problem. When trust is strong, open, respectful, and frank, conversations about issues can happen.

In summary, decreased conflict through effective resolution increases trust and smooths the decision making for council members and administrators. When assessing risks to council, not dealing with conflict effectively may decrease the effectiveness of that council significantly. When thinking about your role as a member of council, fostering good communication and conflict resolution skills are imperative to good governance. ■



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PEER TO PEER: SASKATCHEWAN'S MUNICIPAL PEER NETWORK

Sarah MacMillan, Communications Advisor — SUMA

Municipal leaders are faced with diverse challenges everyday, from budget constraints to council conflicts, and unless you've experienced a similar situation, figuring out what to do next can be difficult.

That's where Saskatchewan's new Municipal Peer Network comes in.

The Saskatchewan Municipal Peer Network connects municipal administrators and elected officials with highly-experienced peers who can provide guidance, coaching,

and advice to help resolve issues locally, use best governance practices, better understand their roles and responsibilities, and other related matters.

"Sometimes issues come up that aren't covered in a training course, and as a municipal leader, you just want to talk to someone, use them as a sounding board," explained City of Saskatoon Councillor and peer mentor Randy Donauer. The peer network is that opportunity.

There are currently nine experienced volunteer mentors who are mayors, reeves, councillors, and administrators with an average of 24 years of municipal governance experience. They are trained in coaching, communication, facilitation, and dispute resolution.

Mentors can be reached by phone or met with in person, and all conversations are confidential and free of charge.

Sometimes issues come up that aren't covered in a training course, and as a municipal leader, you just want to talk to someone, use them as a sounding board.



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Richard Dolezsar
 CAO – Town of
 Hudson Bay
 Richard has been
 engaged in the municipal
 administrator profession
 for nearly 40 years.

Throughout his career, he has worked as both an urban and rural administrator and has been an UMAAS Executive Director since the early 1990s. As a peer mentor, Richard is looking forward to supporting the profession that has provided him with a challenging and rewarding career.



Randy Donauer
 Councillor – City
 of Saskatoon
 Randy is the City of
 Saskatoon council lead
 on regional issues. In
 his role, he regularly

draws on eight years of experience at the council table. He has served as a member of the Saskatoon District Planning Commission, the Municipal Planning Commission, and is currently a member of the Regional Oversight Committee of the North Saskatoon Plan for Growth. He has completed governance training and is certified as a professional director. Randy recognizes a significant need for training on municipal issues, and he would like to draw on his learning and governance skills to assist his colleagues.



Aileen Garrett
 CAO – Town of Unity
 Aileen brings 19 years
 of experience to the
 Municipal Peer Network.
 She is a good listener
 and is looking to support

members who are less experienced. Aileen hopes to share her knowledge and help find solutions to common issues.



Bryan Matheson
 Mayor – Town
 of Lumsden
 Bryan has served the
 community of Lumsden
 for 13 years: eight years
 as mayor and five years

as a councillor. In addition to experience within his own community, he worked for 16 years as the educational sport administrator for the Saskatchewan High School Athletics Association (SHSAA). Bryan views the peer mentor program as an opportunity to work with and learn from fellow municipal government representatives.

Saskatchewan's Municipal Peer Network, modelled after Alberta's Peer Network, is a partnership between SUMA, the Saskatchewan Association of Rural Municipalities, the Urban Municipal Administrators Association of Saskatchewan (UMAAS), the Rural Municipal Administrators' Association of Saskatchewan (RMAA), and the Government of Saskatchewan.

Find a mentor at
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MUNICIPAL LEADERSHIP DEVELOPMENT PROGRAM: HELPING COUNCILS ADAPT TO THIS CHANGING WORLD

Amy Roettger, Program Administrator — MLDP

The world is constantly changing around us, and councils are being challenged daily with this shifting landscape. The Municipal Leadership Development Program (MLDP) strives to ensure all six of its modules provide current and relevant course content to address this everchanging world. Chances are a challenge your council is facing is addressed in one of the modules. Look through the module descriptions below and see where you might benefit. Even if you have taken the module before, we welcome and encourage repeats.

The MLDP initially launched in 2003 and is a partnership between SUMA, the Saskatchewan Association of Rural Municipalities (SARM), the Rural Municipal Administrators' Association, the Urban Municipal Administrators Association of Saskatchewan, New North, and the Ministry of Government Relations. The modules and course materials have since evolved to meet the current needs of our municipal leaders and staff.

MLDP is a series of six modules offered by request in the fall and twice in the winter. The winter sessions are always held the day before the SUMA and SARM conventions. The 2019 winter sessions will be held February 2 at TCU Place in Saskatoon and March 11 at Prairieland in Saskatoon.

The MLDP's overall goal is to strengthen local government through education. It addresses issues and challenges facing municipal officials at the local level through these themed modules:

MUNICIPAL LEADERS' ROLES AND RESPONSIBILITIES

Geared toward newly elected officials, this essential module provides current information to help you understand council procedures, your role in policy decision making, and being a community leader. These modules are delivered separately through SARM, SUMA, and New North newly elected workshops.

STRATEGIC AND FINANCIAL PLANNING FOR MUNICIPALITIES

Learn how council and staff plan for municipal success by setting strategic priorities, developing action plans, and building the financial framework to achieve the desired outcomes.

"Great presenter with a vast knowledge of the material as well as a varied background on many aspects of the profession."

MUNICIPAL ECONOMIC DEVELOPMENT FUNDAMENTALS

This module helps find answers to key questions about economic development: What is it? Who are the players? What role can the municipality play? What kind of returns can we expect?

"Very good workshop — I wish that all of council would take it!"



HUMAN RESOURCES IN THE MUNICIPAL WORKPLACE

This highly interactive session gives participants an overview of the labour market, council and administration's role in human resources, and the legislative framework around it. You'll also learn how to deal with conflict, more about the hiring and dismissal processes, the importance of orientation and motivation, and how to manage performance.

"All councillors should be encouraged to take this workshop. People are our most valuable resource and can also be our biggest liability."

PUBLIC RELATIONS AND COMMUNICATIONS FOR MUNICIPALITIES

The module teaches you how to effectively communicate with your ratepayers, as well as the media. Learn how to become proactive in your public relations activities. Get tips on public speaking and techniques used by print, radio, television, and other media.

"Best class so far!"

COMMUNITY AND LAND-USE PLANNING

This module covers many areas around community and land-use planning: the roles and responsibilities of council, administration, and the public; the creation, adoption, and amendment process for Official Community Plans and Zoning Bylaws; the subdivision process; servicing agreements; the development and permits process; the development appeal board process; enforcing bylaws; the building permit process; and regional planning.

"Very knowledgeable presenter, great flow of presentation."

Not only are these modules a great source of information and skills for you to take back to your municipality, they present a great opportunity to network with other municipal leaders to share experiences, successes, and challenges. As the testimonials show, you won't regret it! We hope to see you at an MLDP module soon. ■

LEGAL SERVICES VOICE

WHAT'S MY JOB ANYWAY?

PART II: Employment Law Rights and Wrongs

Steven Dribnenki, Policy and Legal Advisor — SUMA

One of the most important council duties is knowing and respecting the line between governance and administrative responsibilities: council members provide direction, and administration gets you there. Sometimes though, the urge to cross the line between governance and administration is strong. Maybe a council member — or the entire council — is frustrated with a municipal employee, and firing the person seems like the easiest way out. But if done the wrong way or for the wrong reasons, the damage caused might be worse than the reason for termination.

THE COUNCIL-ADMINISTRATION RELATIONSHIP

Municipal legislation addresses the relationship between council and the administrator. Section 114 of *The Municipalities Act* states that the administrator (and any full-time solicitor) may be appointed, suspended, or removed by a majority vote of council. Sections 110 and 111 list the administrator's duties and responsibilities, including the safekeeping of books and records, having council meeting minutes recorded, advising council of legislative responsibilities, overseeing collections and payments, and submitting statements and reports as required.

The Municipalities Act does not address council members hiring, suspending, or firing municipal employees aside from the administrator, but the best practice is to leave the decision with your administrator. The administrator works with the employees every day and is responsible for ensuring that standards, policies, and contracts are followed. In union workplaces, the collective bargaining agreement sets specific requirements and responsibilities.

Though the best practice is to leave the decision of employee

discipline with your administrator, council members still have an important oversight role. Elected officials set the direction for their communities through municipal strategic planning, by voting on matters that can affect employment, such as creating, closing, or reorganizing departments, and through budgeting. Council members can also direct resident complaints to the administrator and discuss concerns during closed portions of meetings.

WHAT TO DO WHEN THINGS GO WRONG

When things start to go wrong, make sure you understand your employer obligations and attempt to resolve the issue. To start the process, check the employee's contract. If the contract has been carefully drafted with legal advice, it will set out legally binding obligations. Policies or documents setting out duties, processes, and benchmarks are also important, and any documentation relating to issues or discipline should be preserved in a safe and confidential manner.

In most cases, regular employee evaluations can help prevent issues from happening. If concerns arise, the supervisor should meet with the employee to identify the issues and discuss resolutions. Once a course of action is decided, summarize the discussion and next steps in a brief letter to the employee to avoid confusion about what was said in the meeting. Be sure to give the employee time to make the required changes.

If issues persist, progressive discipline may be appropriate. Progressive discipline involves matching escalating penalties to continuing concerns. For example, a first incident may result in a plan of resolution, a second incident might be a written





warning, and a third incident could be a suspension. Be sure any disciplinary policies are written out and employees understand their responsibilities.

Also make sure a resolution or discipline does not result in a 'constructive dismissal,' in which a court will find an employer dismissed an employee, even if the employee resigned. A constructive dismissal may be a single act, or the cumulative effect of employer actions, that fundamentally breach employment terms or conditions. This includes demotions or unfair probation.

TO HAVE CAUSE, OR NOT TO HAVE CAUSE

Sometimes dismissing an employee is unavoidable. A non-union employee may be terminated for cause, without cause (entitling the employee to reasonable notice or pay-in-lieu of notice), or in accordance with their employment contract. It can be very difficult to determine whether an employer has cause, and very expensive to get wrong.

Many employee contracts do not include dismissal causes or a length of employment. Dismissing these employees without cause requires reasonable notice or pay-in-lieu of notice. Notice or pay-in-lieu recognizes years of service, seniority, age, and availability of similar employment; the longer the service and more senior the employee, the longer the notice owed. Courts typically award amounts greater than the legislated minimums. And in serious cases of employer wrongdoing, the courts may award aggravated and punitive damages.

The decision *Wedewer v Hoodoo (Rural Municipality No. 401)*, 2004 SKQB 419, is an example of the challenges that arise without written contracts and unclear supervisory roles. In *Wedewer*, the plaintiff was wrongfully dismissed after the municipality removed a term of employment without notice. The plaintiff was a farmer who had worked as a seasonal road grader for the municipality

since 1990. He put in the most number of hours between April and November, with time off in the spring for seeding and in the fall for harvesting. After receiving complaints about the roads, two council members spoke with the plaintiff in November 1999 and April 2000. After the April 2000 conversation, one of the council members dismissed the plaintiff.

There are two major issues in *Wedewer*. The first is that without a written contract, the plaintiff's employment terms were unclear. The municipality thought it was accommodating the plaintiff, but the court held the time off was a fundamental term. Second, it is unclear who was in charge. While the foreman and plaintiff had an established working relationship, the two council members directly raised concerns outside a council meeting and dismissed the plaintiff.

An example of a dismissal for cause is found in *Lane v Unity (Town)*, 2002 SKQB 527. The plaintiff was dismissed for displaying a "casual attitude" towards municipal water safety and compliance. Responsible for submitting water samples to the provincial laboratory on a weekly basis, the plaintiff repeatedly failed to do so and misled council in his reports about the number of samples submitted. The court noted the critical importance of safe water and the effect of the misleading reports.

Employment law can be very complex and confusing. While this article provides general advice, the advice of an experienced employment law lawyer is essential when drafting contracts and policies or for any specific issues. By establishing and adhering to fair, transparent processes and clear supervisory roles, you can maintain the line between municipal leadership and operations.

SUMA Legal Services helps keep members up to date on issues in municipal law, but is not advice pursuant to a solicitor-client relationship. For legal advice about your specific situation, contact your or your community's lawyer. ■

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Installing high-efficiency equipment increases the overall value of the property and takes up less space in mechanical rooms. It also has a positive environmental impact, reducing greenhouse gas emissions.

"We decided to take part in the SaskEnergy Commercial Programs basically for two reasons," said Raphael Cerezo, who works for a local land developer

in Regina. "We have savings when we are purchasing the equipment, and then there are other operational savings that we are passing on to our tenants."

Cerezo's company offers a variety of real estate services, including property management, land development, land acquisition, and leasing. "Our main goal is to meet our clients' expectations," said Cerezo. "The only thing we want to see is our tenants succeeding."

The SaskEnergy Commercial Boiler and HVAC Programs are available to a wide variety of commercial properties, including municipal buildings, community centres, offices, mechanical shops, restaurants, malls, and condominiums. Incentives are provided for qualifying furnaces, boilers, rooftop units, infrared radiant heaters, and variable speed ECM pumps.

The Commercial Boiler and HVAC Programs are available exclusively through participating SaskEnergy Network Members. Visit saskenergy.com to learn more.

UPDATE ON WHISTLEBLOWER PROTECTION FOR MUNICIPAL EMPLOYEES

Ministry of Government Relations

Existing legislation, notably *The Saskatchewan Employment Act* (SEA) combined with municipalities' bylaw and policymaking authority, can provide considerable protection for municipal employees.

The Ministry of Government Relations believes some areas could be enhanced to provide additional clarity. In addition, some municipalities need to better understand their obligations as employers, and some municipal employees need to better understand the protection that currently exists.

The ministry is working with the Ministry of Labour and Workplace Safety on a webinar to help council and employees better understand the protections and responsibilities under the SEA. The ministry is also releasing a guide to help municipalities develop their own bylaws and policies to protect whistleblowers. Look for further information on these tools early this fall.

The ministry is also exploring amendments to municipal legislation for consultation and consideration when legislation is next opened for revision. This consultation is expected to start sometime in late 2018. ■

The ministry is working with the Ministry of Labour and Workplace Safety on a webinar to help council and employees better understand the protections and responsibilities under the SEA.



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FOSTERING BROWNFIELD REDEVELOPMENT

Stephanie Bohdanow, Knowledge Services Advisor — Green Municipal Fund, Federation of Canadian Municipalities

Old gas stations, former factories, derelict waterfronts ... tens of thousands of formerly productive sites like these sit abandoned or underutilized across Canada — and almost every municipality has at least one. Once home to commercial or industrial activities, these properties, or ‘brownfields,’ now carry a legacy of actual or perceived contamination that undermines their redevelopment potential. Regulations, cleanup costs and liability concerns can pose significant barriers for developers. Without a nudge from the municipality, a site can sit idle for years — devitalizing the surrounding neighbourhood, reducing property values and posing public health risks. Municipalities can use various strategies, programs, and client-focused approaches to encourage redevelopment. But where to begin?

To answer this question, the Federation of Canadian Municipalities (FCM) developed a seven-step framework that municipalities can use to become brownfield redevelopment champions. The Leadership in Brownfield Renewal (LiBRé) framework was inspired by municipalities across Canada that have succeeded in catalyzing brownfield redevelopment. Though these municipalities vary in size, geography, and approach, they all share one common trait: a strong commitment to action. They devoted the human and financial resources needed to achieve their redevelopment goals. They understood that brownfield redevelopment can be long, complex, and costly, requiring a sustained commitment to work collaboratively with developers and other brownfield stakeholders.

STEP 1: COMMIT TO ACTION

Formalizing a municipal commitment to brownfield redevelopment (as the City of Kingston in Ontario did through its official plan) signals to developers that a municipality is ready to collaborate to bring brownfield redevelopment initiatives to fruition. This is an important first step toward becoming a leader in brownfield renewal.

STEP 2: UNDERSTAND THE LANDSCAPE

Once a municipality has made a commitment to brownfield renewal and mobilized the required resources, it is ready to take a closer look at what is standing in the way of redevelopment. Learning about the regulatory environment, the local real estate market, and available funding opportunities can help municipalities gauge whether brownfield projects are economically viable or unworkable. At this stage, it is also important municipalities take an inventory of local brownfield sites and identify those that present the best opportunities for redevelopment. This enabled the City of Langley in British Columbia to focus its efforts on priority sites and develop a more targeted strategy to encourage their redevelopment.

STEP 3: BUILD PARTNERSHIPS

Municipalities can choose from a variety of incentives and customer service approaches to encourage brownfield redevelopment. To select the best measures, municipalities should



engage those on the front lines of brownfield redevelopment. Industry experts, development professionals and funders can provide valuable insight on redevelopment challenges and potential solutions. Provincial ministries can shed light on the role of municipalities in the redevelopment process. However, engaging these external stakeholders is just as important as ensuring collaboration internally among municipal departments and elected officials. Some municipalities also work closely with the community. The City of Brantford in Ontario has a dedicated brownfields coordinator who works with its Brownfields Community Advisory Committee to raise local awareness about brownfield issues through public events.

STEP 4: DEVISE A STRATEGY

Devising a strategy to tackle local brownfield sites is the fourth and perhaps most critical step of the LiBR framework. At this stage, municipalities hone in on specific measures most likely to catalyze brownfield redevelopment. These measures can include financial and non-financial incentives, streamlined approvals, and reduced processing times. The City of Regina is currently developing an innovative strategy that goes beyond the scope of most brownfield strategies found in Canada. Its Underutilized Land Improvement Strategy will seek to catalyze the redevelopment of local brownfields, as well as 'bluefields' (abandoned institutional sites), surface parking lots, and chronically vacant buildings. This comprehensive approach is expected to generate a plethora of new development opportunities.

STEPS 5 AND 6:

1. PROMOTE PROGRAMS AND OPPORTUNITIES,

2. MANAGE PROGRAMS AND PROJECTS

A municipality's success in encouraging brownfield redevelopment hinges on how well it publicizes and manages its programs and opportunities. The key to attracting and maintaining developer interest is to ensure that working with the municipality is a positive experience. Many municipalities identify a brownfield point-person with good customer service skills who can act as a single point of contact, fielding developer inquiries, and shepherding their projects through municipal approval processes. To aid this process, the City of Guelph in Ontario created clear, user-friendly guidelines on municipal processes for developing contaminated or potentially contaminated sites. This initiative earned the city a Brownie Award from the Canadian Brownfields Network and Actual Media Inc. in 2016.

STEP 7: EVALUATE, IMPROVE, AND CELEBRATE

Increasing brownfield redevelopment can be a long process. It may take several years for a municipality to reap the benefits of its brownfield programs and projects. To maintain support for these municipal investments, it is important to demonstrate the impacts they have had over time. Municipalities should evaluate, adjust, and report on their brownfield programs, projects, and service delivery as needed. It is equally important municipalities celebrate



Graphic supplied by FCM.

their success stories to garner more interest from developers and maintain support from decision-makers and the community. The City of Edmonton in Alberta is very proactive on this front. It has showcased its brownfield successes by delivering presentations, applying for awards and creating a compelling testimonial video to highlight a local developer's satisfaction with the municipality's brownfield programs.

THE PATH FORWARD

These are just a few examples of initiatives municipalities can spearhead to encourage the redevelopment of local brownfield sites. If you are interested in learning more, sign up for FCM's new micro-learning email series, *Fostering Brownfield Redevelopment*, at <https://fcm.ca/home/programs/green-municipal-fund/brownfield-email-series.htm>. You will receive short weekly emails over a period of eight weeks outlining every step, from getting started to developing and marketing your brownfield programs and, finally, evaluating your success. ■



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URBAN WATER BEST MANAGEMENT PRACTICES: ARE THEY A FIT FOR YOUR COMMUNITY?

Bridget Andrews, Executive Director — Saskatchewan Association of Watersheds

Many urban communities may not recognize the term *best management practices*, or more commonly known as BMPs. BMPs can be defined as any management practice that can reduce or eliminate an environmental risk. In Saskatchewan, BMP implementation has primarily focused on agricultural producers improving their environmental practices and plans as stewards of the land — but there is a significant opportunity for urban municipal councils, urban residents, and local governments in improving stewardship within their own community.

Saskatchewan has one of the world's most variable climates. As climate change proceeds, communities in the province will experience more frequent and extreme dry and wet periods. These

changes will bring more droughts, wildfires, and floods, along with changes to local ecologies and economies.

To date, climate change and water management research has primarily focused on engineered solutions, including physical infrastructure options for water quality, wastewater, and storm water management. Less is known about how social infrastructure and interactions will enable residents of urban communities to utilize the best of these technologies. An important area for research is to enhance the decision capacity of municipal councils and local government staff to adapt to climate change and the changing and uncertain water future.

Dr. Margot Hurlbert of the University of Regina has been awarded a five-year research project, beginning in 2018,



Dr. David Malloy; Dr. Sheila Petty; Dr. Vianne Timmons, University of Regina President; The Honourable Kirsty Duncan, Minister of Science and Sport; Dr. Ted Hewitt, SSHRC President; Dr. Margot Hurlbert; David Sloan, Chairman of the Saskatchewan Association of Watersheds; and Bridget Andrews, Executive Director of the Saskatchewan Association of Watersheds. Photo contributed by the Saskatchewan Association of Watersheds.





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entitled *Implementing Community Citizen Engaged Best Management Practices through Adaptive Management*. The project focuses on reducing vulnerability to climate change, specifically in relation to a community's societal decisions respecting water management issues. Globally and locally, the water crisis, although accentuated by climate change, is increasingly recognized as a crisis of water governance, or a crisis of the decision-making process of people, government, and business in respect to water and activities impacting water.

Building on the lessons learned by local people who have been involved in decision-making about local water issues over the past several years, an interdisciplinary science team (social, engineering, and biology) will work with a network of local watershed groups and community people to identify and test BMPs through participatory Adaptive Management (AM). This project is in collaboration with the University of Regina, University of Saskatchewan, SUMA, Saskatchewan Association of Watersheds, and many other interested stakeholders.

Water governance issues have increasingly emerged in the Canadian context because of incidents of water quality due to agricultural practices, industry discharges and water availability, or water excesses/flooding. Two things play a crucial role in successful solutions to water problems and are incorporated in an original way into this research project:

1. Interdisciplinary science in areas such as technology, climate change, agriculture, and institutional-management-policy. The traditional approach of individual scientists testing hypothesis within single disciplines has increasingly been replaced by interdisciplinary research teams. This research's methodology is original in integrating different disciplines around BMPs and AM, including citizen engagement, management, and policy stakeholders, and will contribute to knowledge of BMPs and AM reducing communities' vulnerability.



2. Grassroots water governance that integrates civil society organizations and people into the process of decision-making on a local watershed basis, focusing on source water protection planning, and community water planning and development. Grassroots watershed groups continue to build capacity with the partnership of rural and urban municipalities, Indigenous communities, various conservation organizations, irrigation districts, producer groups, and members of the public.

Although some knowledge is socially learned, the project is framed by realism, wherein structural and social reality exists (climate change, water resources). The project's methods are inspired by participatory action research with its goal of creating possibilities for grassroots communities to contribute to the project at a local level; adopting a mutual learning process that includes appreciation of local assets and strengths, providing structured facilitation, practical knowledge, and encouraging collective and transformative action.

Through case studies, 12 diverse hometowns will be chosen throughout various stages of this project. Each community will have the ability to elaborate on the vulnerabilities they have or could potentially experience in relation to water and climate change. Topics to be discussed with the communities include:

- water supply (quality and quantity)
- sewage effluent (management and discharge)
- stormwater (management and discharge)
- water infrastructure (preventative maintenance)
- wetland and riparian areas (retention and development)
- cumulative effects (excess precipitation or extended drought)

The information collected will help local communities and people in the Canadian Prairies adapt to climate change and build adaptive capacity in relation to water, improve public water service effectiveness, enhance

water learning, and improve community cohesion. Communities will feel empowered by this research and be encouraged to become involved in long-term community water and development planning.

For more information, or if your community wants to be involved with the project, please contact the Saskatchewan Association of Watersheds at info@saskwatersheds.ca.



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CLOSING THE BROADBAND GAP IN SASKATCHEWAN AND ACROSS CANADA

Vicky-May Hamm, President — Federation of Canadian Municipalities

Local communities are Canada's hubs of growth and innovation. Municipal governments manage two-thirds of the public infrastructure that supports our economy, and we're creating more livable communities that support the families, workers, and businesses Canada needs to thrive.

But in many communities in Saskatchewan and across Canada, a key barrier remains: the lack of access to a fast, reliable, and affordable internet connection. As you well know, the broadband gap is real — especially in smaller cities and communities.

Too many communities are without broadband coverage, while others remain underserved by insufficient bandwidth and network capacity to meet user demands. Nothing is more frustrating than a slow internet connection that prevents you from doing your job or connecting with loved ones.

The Canadian Radio-television and Telecommunications Commission (CRTC), the federal body that supervises and regulates broadcasting and telecommunications (including broadband internet), acknowledges many of Saskatchewan's communities are underserved. Many cities and communities outside the largest centres

are particularly struggling with a lack of broadband infrastructure, which significantly limits both economic growth and quality of life for residents.

With the support of our members and provincial-territorial associations like SUMA, the Federation of Canadian Municipalities (FCM) is continuing to advocate for more federal leadership to develop the telecommunications infrastructure so critical to the social, cultural, and economic life of Canada's cities and communities.

FCM brings a municipal voice to federal consultations on telecommunications services. In 2016, we welcomed the announcement that the new federal broadband program, Connect to Innovate, would invest up to \$500 million to bring high-speed internet service to smaller cities and communities.

We also participated actively in the CRTC's consultation on the definition of basic telecommunications. This led the CRTC to establish a universal service objective: *Canadians — in rural and remote areas as well as in urban centres — should have access to voice services and broadband internet access services on fixed and mobile wireless networks.*

These are important steps forward, and they're a testament to the strength of



FCM President Vicki-May Hamm.
Photo supplied by FCM.

our united municipal voice in Ottawa. That same municipal voice won a \$500 million investment from the federal government to extend and enhance broadband service in smaller communities — but there is still much work to be done to ensure universal access to affordable broadband services in communities of all sizes.

Over the past 12 months, here's some of what we've been doing:

First, we submitted recommendations to the CRTC on its proposed application-based funding mechanism for basic broadband access. Once again, we highlighted the need to prioritize access to underserved areas and align funding with other federal, provincial, and territorial programs.

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We presented to the House of Commons Standing Committee on Industry, Science and Technology during its study of broadband connectivity. FCM reinforced the need for long-term predictable funding to expand broadband internet access in rural, northern, and remote communities, and consultation with local governments in developing funding programs and strategies.

FCM also urged the federal government to consider affordability in developing broadband infrastructure to ensure access for all Canadians, whether they live in large cities, medium-sized communities, or rural, northern, and remote areas.

When an emergency strikes, cities and communities need reliable technological infrastructure to communicate with a growing network of agencies, volunteers and Indigenous partners in real time. That's why municipal leaders and emergency management professionals have been working closely with FCM and the federal government to secure affordable and reliable access to next-generation communications networks. This includes the timely deployment of the new Public Safety Broadband Network (PSBN), first announced in the 2015 federal budget. This will provide local first responders with access to critical communications tools and benefit communities of all sizes from coast to coast to coast.

SUMA and its member municipalities can help advance broadband connectivity in Saskatchewan's communities by advocating for the alignment of provincial and federal broadband funding programs. Closing the broadband gap and bringing faster speeds to communities of all sizes requires long-term predictable funding and collaboration from all orders of government.

Vicki-May Hamm is the Mayor of Magog, Quebec, and President of the Federation of Canadian Municipalities — the national voice of local government, with nearly 2,000 members representing 90 per cent of Canadians. ■

Canadians — in rural and remote areas as well as in urban centres — should have access to voice services and broadband internet access services on fixed and mobile wireless networks.

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BEST PRACTICES FOR MEETING PROCUREMENT TRADE OBLIGATIONS

Natalie Chatterson, Senior Trade Analyst — Trade Policy Branch, Ministry of Trade and Export Development

Federal and provincial governments have signed a number of trade agreements to support the flow of goods and services across provincial and international borders. Three have implications for Saskatchewan municipalities, particularly as they relate to procurement:

- the New West Partnership Trade Agreement (NWPTA) between British Columbia, Alberta, Saskatchewan, and Manitoba;
- the Canadian Free Trade Agreement (CFTA) between all Canadian provinces, territories, and the federal government; and
- the Comprehensive Economic and Trade Agreement (CETA) between Canada and the members of the European Union.

All government entities covered by the trade agreements, including municipalities, are responsible for making sure suppliers have opportunities to sell their products and services to public purchasers. This means all procurements above a certain threshold must go through a competitive tender process, which also ensures the best value for ratepayers.

Keeping a few best practices in mind can help make the procurement process run smoothly and in accordance with Saskatchewan's trade obligations.

1. CHECK IF THE PROCUREMENT IS COVERED

Procurement includes purchases, leases, and rentals, with or without options to buy. Municipalities will trigger trade obligations when conducting procurements valued at or above the following thresholds:

	NWPTA	CFTA	CETA
Goods	\$75,000	\$101,100	\$365,700
Services	\$75,000	\$101,100	\$365,700
Construction	\$200,000	\$252,700	\$9,100,000

**Note that thresholds for the CFTA and CETA will be adjusted for inflation on January 1, 2020.*

Exceptions for covered procurements can include health, social, and legal services, and unforeseeable urgent situations. If an exception applies, the procurement is not covered by the trade rules.

2. BE AS OPEN AND TRANSPARENT AS POSSIBLE

All procurement notices subject to the trade agreement thresholds must be posted online at www.sasktenders.ca. Suppliers must be given a reasonable amount of time to submit a tender, which will typically be at least 25 days for electronic tender documents and submissions, or shorter for pre-qualified, urgent, or previously published notices.



Through the tender process, municipalities must ensure all eligible suppliers are given the opportunity to bid on the project. Municipalities must also provide any relevant information for suppliers to submit successful bids and be clear about the process used to evaluate and select the winning bid.

3. DECIDE HOW THE BIDS WILL BE EVALUATED

Municipalities have many options for criteria to use to evaluate bids and choose the successful supplier. These can include (but are not limited to) cost, quality, quantity, past performance, capacity, and professional competence. In fact, almost any criteria may be used as long as it is not intended to avoid competition, discriminate, or disadvantage out-of-province suppliers. Any evaluation criteria a municipality plans to use should be disclosed in the tender documentation.

4. PREQUALIFY SUPPLIERS BEFORE ISSUING INVITATIONAL TENDERS

If a municipality intends to create a list of suppliers to draw upon for a planned procurement, the notice to prequalify must first be published on SaskTenders. The notice should include a statement that only suppliers on the prequalified list will be contacted for further notices of procurement.

A prequalification list used for multiple projects taking place over the course of at least one year requires an annual notice posted on SaskTenders. The notice will have to specify the time period in which the list will be valid or how the list will be terminated.

5. KEEP TRADE OBLIGATIONS IN MIND WHEN REPORTING TO THE MEDIA

After a contract has been fulfilled, municipalities may be eager to publicly report the success of a project. Municipalities should be aware that news releases can raise red flags if they imply, for example, that preference was given to a Saskatchewan supplier — even if this was not actually the case. Anyone authoring a news release should be mindful of the language used to avoid creating suspicion that a trade obligation was violated.



THINGS TO AVOID

Conducting a procurement that violates trade obligations could risk triggering a bid protest, costing the municipality time and money. Municipalities can limit risk by avoiding discrimination and circumvention.

1. Do not favour Saskatchewan over other jurisdictions.

If a procurement is above the thresholds of a trade agreement, goods, services, and suppliers from all signatories to the agreement must be given no less favourable treatment than those from Saskatchewan.

2. Do not structure your procurement to avoid meeting the obligations of the trade agreements.

Any actions that circumvent the procurement obligations,

such as splitting up projects or product quantities to avoid the thresholds, are considered a violation of the trade agreements. Looking for loopholes is never a good idea!

Municipalities are allowed to hire a third party to conduct the procurement, but all of the trade obligations still apply.

The Trade Policy Branch of the Ministry of Trade and Export Development is available to provide advice to municipalities on trade obligations for procurement. Contact details are as follows:

Natalie Chatterson
Senior Trade Policy Analyst
natalie.chatterson@gov.sk.ca
306-787-7515

Nancy Carlson
Senior Trade Policy Analyst
nancy.carlson@gov.sk.ca
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Town of Hudson Bay Hosts the 30th Annual SUMA Golf Tournament

Katee Galandy,
Convention and Events Coordinator — SUMA



Thank you, Hudson Bay!

A big thank you goes out to the Town of Hudson Bay for hosting a successful 30th Annual SUMA Golf Tournament on July 12 and 13.

The Thursday banquet was hosted at Brooks Hall, where a delicious supper was served, followed by entertainment from comedian Tom Liske. Attendees got an enthusiastic invitation to the 2019 tournament in Spiritwood, and Wakaw stepped up to host the tournament in 2020.

Golfing kicked off July 13 at the Hudson Bay Golf Club. Forty-seven golfers rounded the beautiful nine-hole course, with tree-lined fairways and rolling landscape, twice.

This year, there was a tie for first place, and the winners were decided in a chipping challenge. Congratulations to the winning team of James Crouch, Dona Bedi, and Sid Kernohan. Our other top place finishers were Gary Philipchuk, Sherry Pilon, Nicole Goldsworthy, and Rob Boulding.

The Dennis Draper Award was awarded to Dave Kernohan, Teresa Parkman, Michael Prstai, and Kevin Hoy.

Thank you to all those who played a role in planning the tournament, to all the sponsors, and to all those who attended — you all contributed to an excellent event. ■



Golfers Derek Lucik, Trudy Binkley, SUMA CEO Jean-Marc Nadeau, and UMAAS President Jason Chorneyko.



Runners up at the 30th Annual Golf Tournament: Gary Philipchuk, Sherry Pilon, Nicole Goldsworthy, and Rob Boulding.



One of the teams who hit the greens July 13: Glenn McCaffery, Ron Craig, Katee Galandy, and Chris Adams.



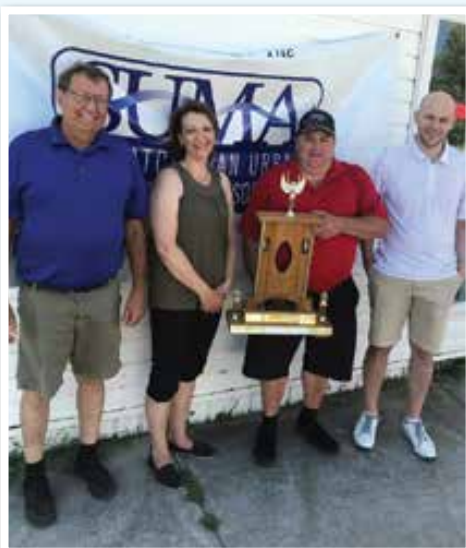
The SUMA Life Member team.



SUMA CEO Jean-Marc Nadeau at the 30th Annual Golf Tournament.



Forty-seven golfers participated in the golf tournament hosted by the Town of Hudson Bay.



Dennis Draper Trophy winners: Dave Kernohan, Teresa Parkman, Michael Prstai, and Kevin Hoy.



Tournament winners: James Crouch, Dona Bedi, and Sid Kernohan.



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Make a Date with SUMA

SUMA is working to fill your fall calendar with educational and networking opportunities, from webinars to leadership development sessions. We hope you take advantage of these many opportunities, and the autumn leaves you feeling energized.

Watch the Event Listings section on our website for all the details. You can find the listing under the News and Events menu on www.suma.org.

SUMA Webinars

With SUMA webinars, you can learn something new without leaving the comfort of your office. SUMA is excited to be offering webinars on a wide range of topics. Watch for more information in Urban Update and invites through your email.

Municipal Leadership Development Program (MLDP)

We covered the MLDP in depth on page 21, but would be remiss if we didn't include the sessions again here. Visit www.mldp.ca to get more information on MLDP and how to register.

Mark Your Calendar

Human Resources in the Municipal Workplace

November 19, 2018: Melville
November 21, 2018: Canwood

Strategic and Financial Planning for Municipalities

November 19, 2018: Ituna
November 21, 2018: Marsden

Community and Land Use Planning

November 19, 2018: Wolseley
November 20, 2018: Humboldt

Public Relations and Communications for Municipalities

November 20, 2018: Strasbourg
December 5, 2018: Battleford

Municipal Economic Development Fundamentals

December 4, 2018: Borden
December 6, 2018: Shaunavon

Convention 2019

Of course, we have already started preparing for SUMA's 114th Annual Convention! We hope you'll join us for Convention 2019 in Saskatoon, February 3 to 6 at TCU Place.

The 2019 theme is *Hometown Advantage*. In hockey, there's home ice advantage — the advantage that comes from the cheering fans, familiar ice, and other unique features that set that home rink apart from any other. Those unique elements offer the team an edge to success. For Saskatchewan's urban municipalities, there's hometown advantage — those

unique elements that make your community unlike any other. And just as teams are stronger when they work together, so are hometowns. This convention, it's all about hometown advantages. We are excited to bring this theme alive in 2019!

For Convention 2019, we are also excited to introduce a change to our tradeshow. Based on your feedback, the tradeshow will be happening Sunday, February 3, and Monday, February 4, instead of Monday and Tuesday. This change means you'll have more time to browse vendor booths, and if you've missed the tradeshow in the past because of its weekday scheduling, now is your chance to attend! Don't forget, the tradeshow is open to all municipal employees.

Information on hotel accommodations for Convention 2019 is available on the Convention and Tradeshow page of our website. Rooms are going quickly — our host hotel, the Holiday Inn Downtown, along with some of the other downtown hotels, are already sold out — so book soon! ■

Mark Your Calendar

Sunday, February 3, to
Wednesday, February 6:
Convention 2019

FEBRUARY 2019

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

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Director – City of Saskatoon RANDY DONAUER

Sarah MacMillan, Communications Advisor — SUMA



The SUMA Board of Director profiles are a chance for SUMA members to learn more about individual Board members. Read on to find out about their work — in their careers and on the SUMA Board — and watch the next Urban Voice for another installment.

Randy Donauer was a stranger to municipal politics when he was first elected to Saskatoon City Council in 2010. But serving his community was not something new.

Donauer has always been involved in the community he calls home — he is an administrator at a local church, and in 2009 was appointed by the Minister of Health to sit on the Saskatoon Regional Health Authority Board.

So, when former Saskatoon City Councillor Gord Wyant vacated his Ward 5 seat to pursue provincial politics, Donauer decided to run, at the encouragement of community members.

"I saw this as one more way I could serve my community," he said.

Donauer is now serving his third term as a city councillor.

"One day you're knocking on doors and asking people to vote for you, the next you're serving the residents of the city," he said.

Donauer acknowledges one of the most significant

responsibilities an individual can have in the city is being on council, but training is not a pre-requisite.

And for Donauer, that's where SUMA comes in. He recognizes that people run for office because they care about their municipality. SUMA provides the tools these municipal officials need to do their very best for their communities. The tools come through programming, such as SUMA Summer School — an intensive two-and-a-half-day training workshop for both mayors and councillors.

Donauer was appointed to the SUMA Board in 2016, where he is involved in SUMA's Bylaw Review Committee, and is current chair of the SUMA Convention Planning Committee for Convention 2019.

"The opportunity to sit on the SUMA Board is an honour and privilege to serve residents of the province," he said.

Donauer is also a mentor for the new Municipal Peer Mentor program that connects municipal officials and administrators



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with experienced mentors who can provide advice and help resolve disputes.

Donauer noted it didn't take him long to become comfortable in his position with SUMA. He was familiar with the organization, and his former governance training lends itself perfectly to the role.

In 2012, Donauer completed the Professional Director Certification Program with the Johnson Shoyama Graduate School of Public Policy, in conjunction with the University of Regina and the University of Saskatchewan.

Donauer recognized that it is an interesting time to be both a city councillor and SUMA Director.

"There are a lot of issues that the public are interested in," he said, acknowledging the loss of transit on the Prairies with the closure of the Saskatchewan Transportation Company and the cancellation of Greyhound bus routes, as well as climate change.

He also recognized the increasing magnitude of costs for municipalities, specifically in terms of infrastructure. Canadian municipalities maintain approximately 60 per cent of all public infrastructure, but receive only 10 cents from every tax dollar collected.

SUMA is helping problem solve by listening to the issues members have, lobbying the government, and putting forward the best case on why the province should invest in the municipal sector.

"The province needs to keep investing in the municipal sector because it's the future," Donauer said. "Partnering

Partnering with urban municipalities is an investment in the future of Saskatchewan.

with urban municipalities is an investment in the future of Saskatchewan."

For Donauer, serving on SUMA's Board of Directors is another opportunity to serve his community in a greater capacity.

He noted the hardest part of being a Director is trying to fit everything into a schedule — council, Board of Directors, and his full-time job as an administrator.

But it's something he strives to do.

"Anything you enjoy with a passion is not work, that's how I look at it," Donauer said.

Donauer loves working with representatives from the smallest villages and towns to the largest cities, and he enjoys getting to know the board members from other municipalities. Donauer stresses that SUMA is the organization for Saskatchewan's hometowns.

"We're here and we're a resource for you," he said.

When Donauer is not attending events in an official capacity, he can usually be found enjoying the city with his family. ■

Multi-Material Stewardship Western (MMSW) wants eligible municipalities to know about some important news regarding our program.

MMSW is pleased to inform municipalities that provide residential recycling programs that, **effective January 1, 2019**, per household annual payment rates for the program will be increasing and will be in effect once a new signed Services Agreement is in place.

This table presents new payments available to municipalities once a new Services Agreement is in place with MMSW.

Program Type	Collectors' New Payment Rate (annual per HH)
Curbside Primary Service	\$25.75
Depot Primary Service	\$15.75



For more information, contact Kelly Goyer, Director of Field Services
info@multimaterialsw.ca | 306-500-6172

Director – Central Region LEE FINISHEN

Sarah MacMillan, Communications Advisor — SUMA



The SUMA Board of Director profiles are a chance for SUMA members to learn more about individual Board members. Read on to find out about their work — in their careers and on the SUMA Board — and watch the next Urban Voice for another installment.

It was with encouragement from a Fort Qu'Appelle mayor that Lee Finishen decided to throw his hat into the ring of municipal politics.

The business owner, who has operated his own printing company in Fort Qu'Appelle for the past 22 years, was an experienced member of the local Chamber of Commerce, serving three terms on the executive committee, when he was encouraged to run for Town of Fort Qu'Appelle council. That Chamber experience stood out to the Fort Qu'Appelle mayor in 2006, Ron Osika, who, along with others, urged Finishen to vie for a council seat.

Finishen has now served three terms as a municipal councillor.

In that time, one of the biggest changes Finishen has noticed is the change in public engagement.

"There has certainly been more public engagement on municipal issues since 2006," Finishen said. "And that's a good thing. I like the residents taking an interest in the direction of their community, especially with dollars being

stretched thinner the last few years for projects."

To help stretch those dollars, Fort Qu'Appelle council has engaged in asset management, identifying larger projects that were previously set aside.

In 2016, with two terms of council experience under his belt, Finishen chose to throw another hat into the municipal ring, this time as SUMA Director for the Central Region.

Finishen said former Fort Qu'Appelle mayor Ron Osika was once again instrumental in the decision. Osika proposed the idea to Finishen as he stepped away from politics in 2016.

"Given Ron's experience as a four-term mayor, MLA, and Speaker of the Legislature, I took the suggestion to heart," said Finishen.

"In my time on council, before being elected to the Board, I had attended a number of SUMA conventions and reached out to utilize SUMA's services and advice numerous times, so I was very keen on being a part of the organization's advocacy for all



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BOARD *Profile*

The experience we have on the Board both in time spent serving the organization plus the life experience is hard to top.

urban communities in the province,” he said. “I thought it would be another opportunity to serve the public.”

Though he has only served on the SUMA Board of Directors for two years, Finishen has already seen changes in the organization. He has watched his fellow first-term Board members settle into their roles and excel; Finishen credits the speedy transition to the guidance and encouragement provided by the longer, tenured Board members. The Fort Qu’Appelle councillor was also part of the Board of Directors as SUMA bid farewell to former CEO Laurent Mouguet and welcomed new CEO Jean-Marc Nadeau.

With his council and chamber experience behind him, Finishen said it took approximately two board meetings and his first convention in his official capacity as Director before he felt comfortable in his SUMA role.

He describes being on the board, listening to and sharing ideas with all board members, as a “master class in public office.”

“The experience we have on the Board both in time spent serving the organization plus the life experience is hard to top,” recognized Finishen.

As a director, he sees his duty as being the voice for the Central region and being available anytime one of the communities in the region has a question or concern.

“I want every community in the Central region to know that I am just a phone call away to listen to their needs and help them any way SUMA can,” said Finishen.

That’s the same role he sees for SUMA — being there when members have a question or concern, while also advocating and educating.

“The work SUMA did in advocating for our member municipalities after the 2017 budget and some of the shortfalls facing those communities, really exemplified what SUMA does,” said Finishen. “We are the voice of urban municipalities in our great province.”

He stresses the services that SUMA has available to members, from legal advice and educational opportunities, to group benefits and savings through SUMA Advantage.

It’s something he made sure to highlight during his tour of Central Region communities this summer. ■

We are the voice of urban municipalities in our great province.

Geoff Sarazin, M.A.Sc., P.Eng. - Division Manager Transportation



Geoff Sarazin is the Division Manager of Transportation in the Regina office.

Geoff says, “Working with our multi-disciplinary teams provides different viewpoints on the challenges of a project that allows us to provide robust, constructible solutions for our clients.”

“Geoff fosters a spirit of teamwork, not only within our teams but with clients, contractors, and stakeholders is critical to the successful completion of our work” advises Paul Pinder, General Manager of Associated Engineering’s Saskatchewan and Manitoba operations.

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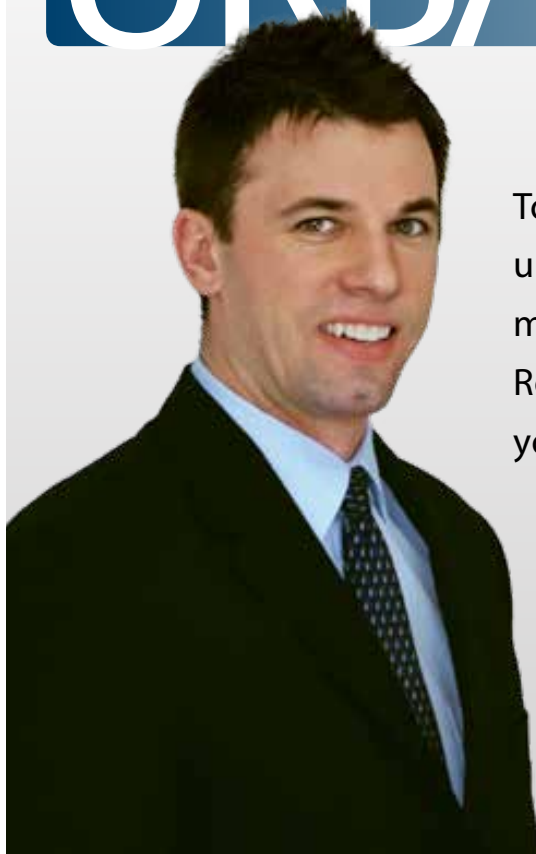
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Growing SUMAdvantage with Your Help

Lisa Rawlings, Marketing Coordinator — SUMA

Are there products or services your municipality spends a lot of money on? Do you spend a great amount of time sourcing vendors and still don't feel like you're getting the best deal?

An overwhelming number of SUMA members have already said yes to these questions. Our new municipal procurement agent Carl Macdonald is working to help save you time and money by expanding the SUMAdvantage program.

It's simple — buying in bulk is cheaper. By being a member of SUMA, you are part of a large buying group made up of 439 members. And by participating in SUMAdvantage, you are strengthening the voice of the municipal purchasing group and increasing our advantage to get the best deals from potential vendors.

Through SUMAdvantage, you can already save on everything from office products to tires, janitorial products to signage, chemicals to natural gas, and fire trucks to loaders — and we are working to bring you even more savings on the products and services your municipality needs.

During our summer visits, SUMA members expressed a need for dust

suppressants. Visit www.suma.org/sumadvantage to meet our new partners who can save you money and fulfill your dust suppression needs.

All our SUMAdvantage partners are vetted through an extensive process, because we make it our business to continually educate ourselves in public procurement best practices. We ensure our process is fair, transparent, and trade agreement compliant so you don't have to!

We want to make saving as easy as possible for you. That's why we've simplified the Canadian Free Trade Agreement compliance process further. Your hometown no longer needs to post a letter of intent to participate in SUMAdvantage; we have posted a letter on SaskTenders that covers all member municipalities. This means saving with SUMAdvantage is now as easy as picking the products and services your municipality needs from our list of partners.

And we are always looking at ways to grow the program. Let us know:

- vendors you frequently use;
- vendors of high quality products; and
- products or services your municipality needs and would like to save on.



Our new Municipal Procurement Agent, Carl Macdonald, is working to save you even more with SUMAdvantage.

To share your expertise, contact Carl Macdonald at 306-525-4395 or email munprocurement@suma.org.

We'll be providing updates and promotions through our new e-newsletter *SUMAdvantage News*. ■

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

If you need additional information, please contact SUMA's Marketing Coordinator, **Lisa Rawlings**, at 306-525-4466 or email lrawlings@suma.org.

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Fire Trucks, Apparatus and Supplies	MaxiMetal Fire Trucks	403-880-6857	www.maximetal.com
Fire Trucks, Apparatus and Supplies	E-ONE	204-633-2700	www.e-one.com
Heavy Construction Equipment	Caterpillar Inc.	306-545-3311	www.finning.com
Heavy Construction Equipment	Volvo Trucks	306-790-6301	www.volvoce.com

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Regina Hotel	Travelodge Regina	306-586-3443	www.travelodgeregina.com
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Saskatoon Hotel	Travelodge Saskatoon	306-242-8881	www.travelodgesaskatoon.com
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Office Products	Supreme Basics	800-667-3690	www.supremebasics.com
Office Products	Staples Business Advantage	877-272-2121	www.eway.ca
Shipping Labels	SUMA	306-525-3727	www.suma.org
Software	All-Net Municipal Solutions	888-403-4240	www.allnetmeetings.ca

PUBLIC WORKS, PARKS, AND LEISURE

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Dust Suppressant Services	LandLoc Environmental Products	403-479-6020	www.LandLoc.ca
Dust Suppressant Services	Ace Vegetation Control Service Ltd.	780-955-8980	www.acevegetation.com
Dust Suppressant Services	C4-Outdoors	306-567-7592	www.c4-outdoors.com
Dust Suppressant Services	NSC Minerals	306-934-6477	www.nscminerals.com
Flysask	SUMA	306-525-3727	www.flysask2.ca
Industrial-Safety-Fasteners	Acklands Grainger Inc.	888-602-0000	www.acklandsgrainger.com
Fuel Supply	RMA Fuel	800-807-3750	www.rmalberta.com
Janitorial Supplies	Staples Business Advantage	877-272-2121	www.eway.ca
Mosquito Control	Evergro (Div. of Nutrien Ag Solutions)	800-661-2991	www.nutrienagsolutions.ca
Municipal Tires	Kal Tire Ltd.	Contact nearest location	www.kaltire.com
Municipal Tires	Fountain Tire	306-717-3345	www.fountaintire.com
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Water Treatment Chemicals	EnviroWay	306-244-7727	www.enviroway.ca

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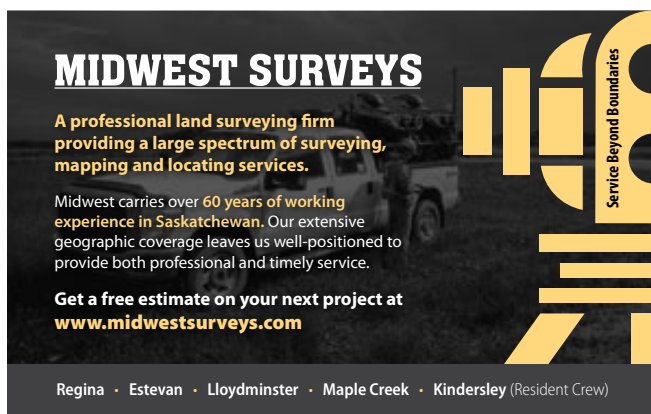
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