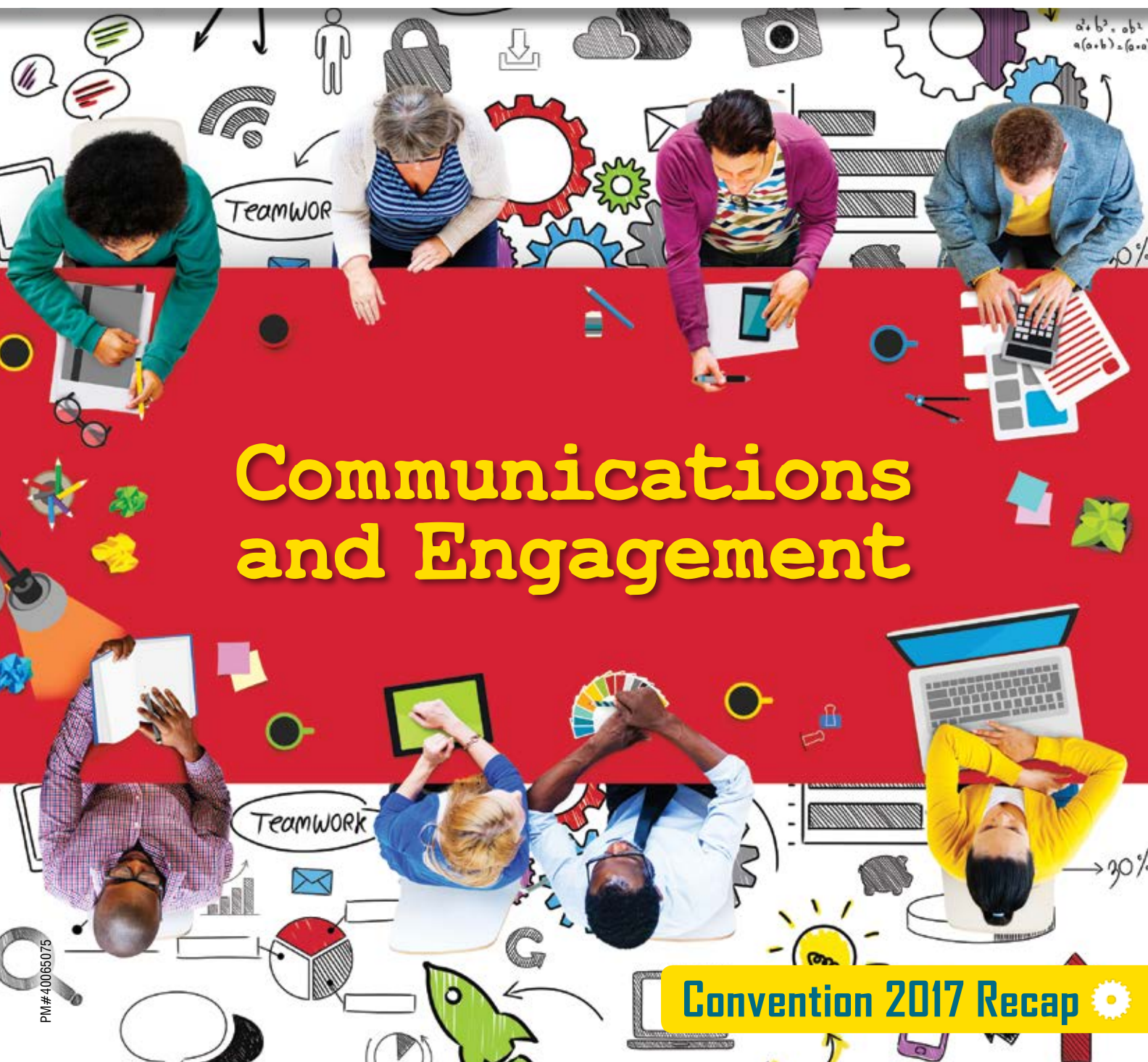


VOLUME 22 NUMBER 1 | SPRING 2017

URBAN*Voice*

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION



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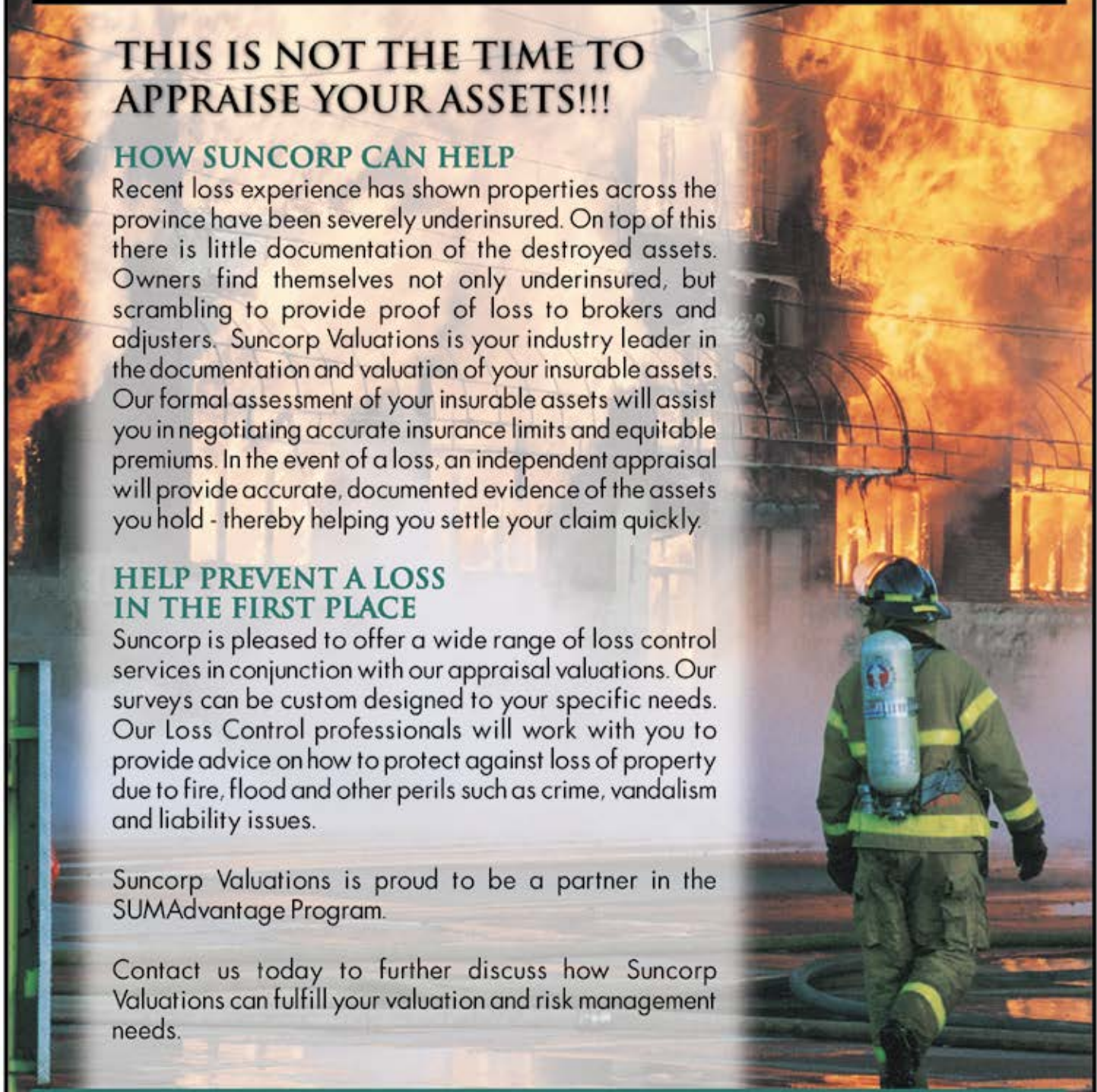
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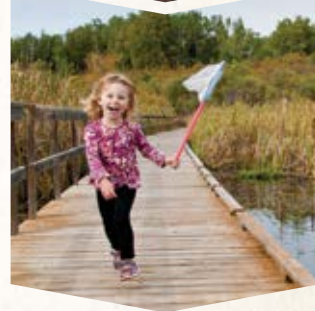
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VOLUME 22 NUMBER 1 | SPRING 2017

URBAN Voice

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LET'S GET OUT THERE

Councillor Gordon Barnhart, President

Welcome to the first *Urban Voice* of 2017; it is my distinct pleasure and honour to appear in this magazine for the first time as SUMA President. Convention 2017 was a busy and eye-opening few days for all of us, and I look forward to working on behalf of all the good people I met in Saskatoon and the many others I will meet in the next few years.

Life as your new President will bring challenges, but I have never shied away from a tough job and this is no different. I've been at the forefront of a few difficult situations, and one of the greatest lessons I have learned is that honesty, transparency, and good communication are vital parts of getting through tough times.

In this issue of *Urban Voice*, we bring you stories of your peers doing great work in their municipalities. We share helpful resources on how you can improve communication with your residents online, in the coffee shop, and in council chambers.

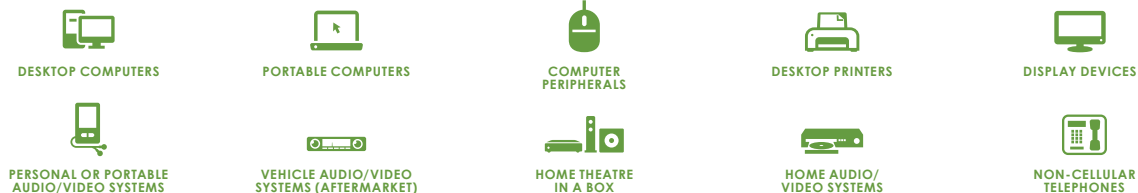
Many of us newly elected council members have the perfect perspective to share with our residents. Not long ago, we may have shared their opinions — and sometimes their misconceptions — about what councils need to do to help our communities flourish. Now that we've got a few meetings under our belts, however, we have inevitably learned a thing or two. So why not share that new knowledge, whether it's through an interview with a local newspaper, a casual conversation, or an online Q&A?

SUMA members support residents and businesses every day; our councils make important (if tough) decisions and our staffs deliver critical services. And SUMA is here to support our members: Saskatchewan's hometowns. Our cities, towns, villages and northern communities are where people gather to talk, learn, and build community. Let's go out there and get involved in those conversations so we can all move forward together. ■



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HONESTY IN COMMUNICATION STARTS AT HOME

Laurent Mougeot, Chief Executive Officer

It's been said that we live in the new era of post-truth politics — uncharted terrain where political spin spills across the border from positive rendering of the truth into outright falsehood. Authority figures blink into the camera and shrug off bald-faced lies as alternative facts.

What advice does one share with local elected officials on the topic of communications after we have witnessed one of the most spectacular U.S. Presidential campaigns in modern democracy? The pageantry of public dishonesty the world is witnessing today can lead us to a comforting, if daunting, conclusion: Public leaders of integrity must cling ever more fiercely to the core values of honesty, civility, and fairness. We can build a wall to stop post-truth politics from infecting our civic lives. We can start at home.

A cursory scan of material and workshops from SUMA on the topic of public relations and corporate communications will turn up one piece of consistent advice: Never lie to a reporter. **Ever.** While there will always be different interpretations, perspectives, and opinions, facts are facts! Attempts to sugarcoat, to hide, or to disguise reality will always discredit the value of your message, and will ultimately trump any credibility you may have (pun intended!).

It remains as prudent as ever to develop mutually respectful relationships with members of the media — from reporters at your local weekly right on up to reporters at provincial and national outlets. Call them up; go for coffee. Learn something personal about them, and establish a human bond, because above all else, journalists are just people too. It's unfair to imagine that the media is always seeking an angle and a news item to report. These people are also your best ally to communicate with your residents. Did a reporter make an error in their coverage? Give them polite feedback. Did they do a great job? Pick up the phone and let them know!

Whether you are reaching out to your residents for a community event or need to share information about emergency situation, traditional media (TV, newspapers, and radio) remain powerful tools. During the municipal response to the 2016 Husky oil spill on the North Saskatchewan River, affected municipalities such as Prince Albert relied heavily on local media to manage the crisis. Regular media conferences, clear messages, and sharing a well-thought-out game plan brought a lot of comfort to and cooperation from affected residents.

Certainly the day-to-day news in your community may not be all about your municipal operations. But one thing is for sure: There will be news about your hometown, and your region. I recently saw on CBC an interview with the mayor from a small Manitoba community following the tragic crash of a small plane. This mayor became the de facto voice and face of his region in sharing the grief of neighbours, friends, and family. You never know when or why a microphone may appear before you to capture your comments on an event, your explanations of council's decision, or your instructions in a time of crisis. Remember the mayors from Lac Megantic, Slave Lake, and Fort McMurray? **Colette Roy-Laroche**, **Karina Pillay-Kinnee**, and **Melissa Blake** quickly became the voices of their communities, inspiring first responders, comforting victims and residents, and calling for support and compassion.

Even if you count yourself among the lucky few who are experienced or natural communicators, there is always room to continue to grow relationships with local media, and to engage effectively on social media. Page 24 of SUMA's Elected Official Handbook (available on our website) offers the basics for you to engage in public relations. Read it, imagine plausible scenarios, and practice preparing key messages.

Ask your senior staff to act as members of the press and conduct mock interviews. Have fun with it. But mostly invest some time in communicating effectively! It matters! ■



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Communications and Engagement

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Five categories of communication and engagement

Jason Chorneyko — President, UMAAS

When I became President of the Urban Municipal Administrators Association of Saskatchewan (UMAAS) in June 2016 I did not realize that it would require me becoming a writer. This is now my third editorial in nine months — two for the UMAAS newsletters and now one for *Urban Voice*. When I received the call from SUMA I was initially apprehensive to take on the task; however, upon pondering the theme for this issue, 'Communication and Engagement,' I realized that this topic is at the crux of succeeding in municipal governance and administration.

From the administrative perspective I see communication and engagement in five categories:

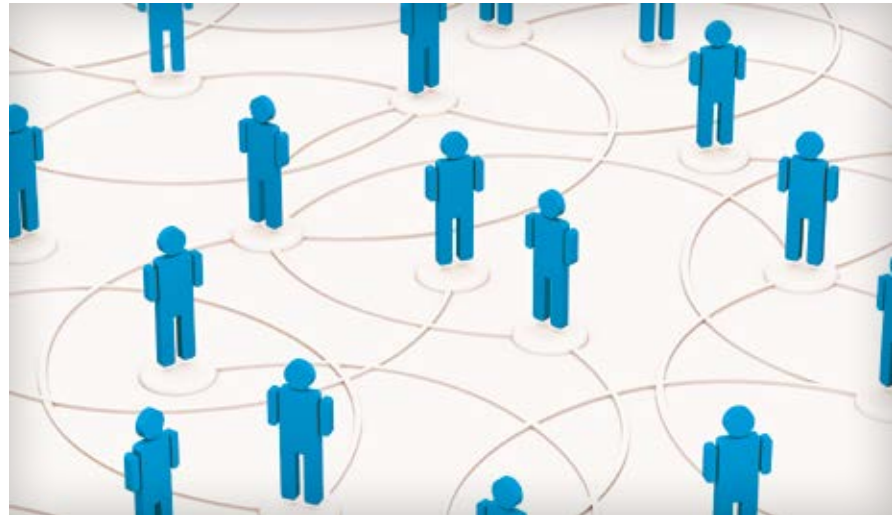
1. Council/Chief Administrative Officer (CAO)
2. Within Council
3. Council/Residents
4. Between Municipalities
5. Council/Provincial and Federal Government

The listing is my interpretation of priority, but your municipality's situation may dictate that, at this point in time, your communication strategy with the provincial government is priority number one.

Council/CAO

Section 110(1) of *The Municipalities Act* states: "Every council shall establish a position of administrator of the municipality." But this section is just the tip of the iceberg. Establishing the position of administrator and hiring someone is the easy part. Cultivating a relationship of trust is the hard part and is where most council/CAO relationships falter. And how does one cultivate that relationship of trust? Through communication, that's how.

In basic terms council's role is to set policy and procedures, and the CAO's role is to carry out those policies and procedures. *The Municipalities Act* lists the general duties of council and mayor, and has a more extensive list of the duties of administrator; however, open communication between both parties is the best way to achieve optimal results. If council is not fully



communicating the direction they want their community to go, the CAO will have a difficult time getting it there. On the other hand, if the CAO is giving vague advice, council will not have all the information they need to make optimal decisions.

The harsh reality is that CAOs are not a dime a dozen and many municipalities are finding this out the hard way. From my vantage point with UMAAS, I hear about a lot of turmoil out there in municipal world. I am not naïve enough to believe that dysfunctional councils are the cause of all this turmoil, even though I have witnessed so in a couple of communities. There are just as many instances of unqualified people applying for the position of CAO. My colleagues and I have tried mentoring some of these people without success. Regardless, when one sees a good council and a good CAO not able to work together the root cause is almost always a lack of communication.

But before you think this is a doom and gloom editorial, I must say that I have been blessed with being able to work with good councils and staff throughout my career and the vast majority of my colleagues would say the same thing. Most of us would say that our successful relationships with our councils are a result of good communication, which leads to trust.

Within Council

Why do people run for council? It is definitely not for the money, at least not in my community. Most people run for council because they are interested in the betterment and future of their community. The way for a council to run effectively is for all voices of council to be heard. You may be noticing a theme here, but the best way for all voices of council to be heard is through good communication. One must remember though that part of communicating is listening to the other person. The few times I have been privy to a dysfunctional council (by the way, not my current council), it is almost as if sides are formed, battle lines are drawn in the sand, and one side is going to oppose the other come hell or high water. This dysfunction is most often preceded by a complete breakdown in communication.

Council/Residents

People vote for their council to have leaders to steer their community toward the future. The only way for council to know which way to steer their community is by having open communications and engagement with their residents.

There are numerous ways to create open communications between council



and the public. There are the obvious methods such as direct access to council members, websites, social media, news releases, and so forth. However, one of the most effective methods of creating open communications between council and the public is through the municipal office. In my office, we document all relevant contact with the public and bring it forth at our council meetings through our department head reports, correspondence reports, complaints lists, and delegations. We have also recently borrowed a page from our rural counterparts and had our first annual town hall meeting where the public is invited to engage with council in an open forum. This is a truly a great example of public engagement.

Between Municipalities

We live in a global economy and that trickles down to the municipal level whether we like it or not. The old way of thinking — to protect our little piece of turf — is being slowly replaced by a regional way of thinking. And whether it occurs in five years or 55 years there is going to be a move to regional governance. We already have many examples of regionalism with regional landfills, district fire associations, regional development organizations, regional tourism projects, group procurement projects, and so forth.

So if regionalism is inevitable, the best way to partake is for area municipalities to reach out to each other and open the lines of communication. Call your neighbouring mayor and ask, "How can we make our region better for all?" Set up meetings. Form alliances. As someone much more enlightened than I said, "Take it upon yourself to form these alliances before it is forced upon you." A really good example of municipal cooperation is the Mid Sask Municipal Alliance (MSMA). The MSMA is a regional organization encompassing four rural municipalities, five towns, two villages, one resort village, and one city that formed for planning purposes within the area of the BHP Billiton Jansen Lake Potash Mine.

Council/Provincial and Federal Government

The other orders of government, both provincial and federal, have the majority of the money, so having an open communication with their various department heads, and elected officials may prove beneficial. When we submit grant applications they are merely papers

in a pile. If, however, your municipality has been in touch with the person reviewing those papers, there is a story to go along with those applications. Department heads, MPs, and MLAs are just people like you, so why not strike up a conversation? You may get a political answer, but at least you will be heard.

SUMA plays a big role in lobbying on our behalf to secure the much needed funding from these other order of government. I have been directly involved

with a large number of the SUMA Board members and staff for approximately 10 years. I can assure you that they are all good people who work hard on our behalf. More importantly they are very accessible and know the value of good and open communication.

So remember: communication leads to information, which is key to making decisions for the betterment of your community. It is in all of our interests to keep the lines of communication open. ■



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LEGAL SERVICES VOICE

Meeting expectations: Balancing the public with the private

Steven Dribnenki — Policy and Legal Advisor, SUMA

Council meetings are cornerstones of accountable local governance. People from across the community are empowered to meet their elected officials and raise concerns.

Compared to Parliament and provincial legislatures — where only elected officials may participate — municipal councils are unique. A council chambers is truly of the people and for the people.

To foster and preserve this bastion of democratic participation, the province has enshrined public meeting requirements in municipal legislation. But these requirements can be confusing. Here's a guide to help you meet your residents' expectations of public engagement, while protecting private information.

Are we meeting yet?

The most basic question may be the most vexing: When is a meeting a meeting? Caution is the best policy; if a council member is meeting with other council members, it's probably a meeting.

In *Hughes v. Eston (Town)*, 2008 SKQB 26, the court dismissed an application alleging council had predetermined a municipal tax issue. The applicant, who had her issue set for a council meeting the next day, was walking in town when she saw council standing and talking with each other. The applicant argued at court that council predetermined the issue during the "meeting" the day before. The court, however, accepted the town's evidence that council was meeting as a committee of the whole on an unrelated issue — to tour properties to be demolished or subject to nuisance proceedings. Proper public notice for this walking tour had been issued.

While that council was acting properly, the case is a good example of how residents perceive what council is doing, and why open meetings and notice are so important.



Open meetings allow residents to see and hear council making decisions. Giving notice of those meetings allows residents to know what matters are coming up and participate.

Out in the open

This is why municipal legislation states that no act or proceeding of council is effective unless authorized by a resolution or bylaw of council passed at a public meeting of council, and that everyone has a right to be present at public meetings. Legislation also requires specific notice in certain situations and a chance to be heard.

In *Mushka v Candle Lake (Resort Village)*, 2003 SKQB 147, the court quashed the village's stop work resolutions for failing to meet procedural fairness obligations. The village originally allowed the applicant to bring a mobile home onto his property and redevelop it, but later passed a series of resolutions to stop the applicant without notice to the applicant or an opportunity for him to be heard at council.

There are many ways municipalities can meet their general duty to let people know what's going on or coming up. To get you started, here are a few suggestions:

- **Have solid, accurate minutes.** Minutes are the official record of what council does and decides. Sloppy, incomplete minutes can take hours to untangle, sowing confusion about who said what when, and what was decided. It takes a village (or any municipality) to get minutes right — staff to record goings on, and council to follow the agenda, stay focused, carefully review minutes and correct mistakes.
- **Embrace technology.** An up-to-date website can be a vital link to your community. You can use your website to help provide notice, and host public documents like agendas, financial statements, minutes and bylaws. Have you considered having a meeting recording policy? Recording meetings can be a big help to minute takers, and keeping all meeting participants civil.
- **When making certain decisions, consider giving brief reasons.** While there is usually no duty to do so, consider giving brief reasons summarizing why a decision was made for things such as nuisance appeals. This will help residents — and courts — understand the thought and effort that went into council's considerations.



Sober second thought

That said, council members are not required to constantly tell everyone everything. And in some circumstances, council members and staff have a duty to say nothing at all.

In *Shell Lake Holdings Ltd. v Shell Lake (Village)*, 2000 SKQB 272, the court dismissed an application alleging in part that the village had failed to act in good faith when passing two resolutions. The village informally decided during a meeting to not discuss the matter on coffee row. This informal decision did not amount to bad faith as it was non-binding and all decisions were made at public meetings and recorded in minutes.

Of course, council can close meetings (go "in camera") in certain limited circumstances. Examples include long-range or strategic planning or when considering matters protected by *The Local Authority Freedom of Information and Protection of Privacy Act* (LA FOIP). LA FOIP allows municipalities to talk about things like legal advice in private, and requires municipalities to protect private information. Municipal legislation, like the new Code of Ethics, prohibits council from publically discussing confidential matters.

Section 56 of LA FOIP states every person convicted of knowingly collecting, using, or disclosing personal information in contravention of the act could be sentenced to a fine up to \$1,000 and/or up to three months of jail. In *R v Skakun*, 2014 BCCA 223, a council member was convicted of a similar offence under British Columbia legislation, after sending a private report to the CBC. The council member received a copy of a confidential workplace harassment report during a closed council meeting. A whistleblower defence was rejected at trial and on appeal.

Meeting the need for accountable governance with protecting private information can be a tricky balance. Keeping meetings open and making public information available while shielding confidential information and matters is hard work. But in doing so, you will be meeting the expectations of your residents, who look to you to serve your community and uphold local democracy.

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

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Using Rules of Order Sensibly and Intelligently

Eli Mina — Board Effectiveness Consultant and Registered Parliamentarian

Rules of order can become a religion of sort. As a meeting progresses, members can become obsessed with rules, while ignoring the principles that should guide their collective decision making process. Running a meeting exactly “by the rule” cannot by itself guarantee good outcomes for the organization. Principles should always come first.

The “how” versus the “why”

Rules are the *hows* of your collective decision making process. For example: How is a motion handled? How is an amendment processed? On the other hand, principles are the *whys* and *what fors*: What are the desirable outcomes of a shared decision making process? Why are certain rules followed? What are the rules intended to achieve?

When considering your collective decision making process, there are substantive outcomes and process-related outcomes to consider.

Substantively, the group should have in-depth discussions of issues. It should be guided by the good of the organization as a whole, which should have precedence over the interests of any individual or affiliated group. Guided by the broad organizational interests, the assembly should venture to make collective decisions which are wise and responsible, and which serve the organization and its stakeholders in both the short and long terms.

Process-wise, collective decisions should be made within a reasonable amount of time (not too much and not too little). In addition, these decisions should be reached in a way that engages members in discussions and takes into account their insights, ideas, concerns, and observations. Put differently: The purpose is not only to make good collective decisions, but also to ensure that most if not all participants “arrive at the same destination together, as active and willing partners, and not as reluctant neighbours.”

Specifically, here are some of the principles to consider for your shared decision making process:

- **Clarity:** Every member deserves to know what is being discussed and voted on. Yet, in many meetings members are confused about the wording of main motions and about the process of handling secondary motions.
- **Efficiency:** Meetings are costly. Time should be treated like money and be allocated to issues, in direct proportion to their significance to the organization. Yet in many meetings 90 per cent of the time is spent on things that don’t make a difference. In other meetings, a great deal of time is wasted on futile arguments about insignificant procedural issues.
- **Balance and inclusion:** Every member should have the same opportunity to speak and influence the group’s decisions. Yet in many meetings 90 per cent of the time is consumed by 10 per cent of the people. Quieter members (and their great ideas) are left behind, and the organization is poorer for it.
- **Protecting basic rights:** In a well-functioning democracy, the majority has the right to rule, and the minority has the right to be heard. However, in reality, democracy is often replaced by monarchy (with the chair assuming too much power) or anarchy (“the tyranny of the minority” with outspoken members dominating discussions and intimidating others).

Rules of order and principles

Every rule of order should have a principle it seeks to uphold. When you examine a rule of order, you should be able to ask: Why is it needed, and what is it intended to achieve?

For example, the requirement that motions be seconded is intended to promote the principle of efficiency. It is supposed to prevent the introduction of a motion if only one individual is interested in its consideration.

Yet, in reality, the requirement of a second does not work very well in

advancing the principle of efficiency. Members often second motions out of courtesy, feeling bad for the proponent of the motion. Or they may second motions to have their names recorded in the minutes (not knowing that the name of a seconder should not be recorded in the minutes).

Procedural violations

Books on rules of order give a great deal of attention to the intricacies of the rules. The question to ponder is this: How realistic is it to expect that you’ll go through a meeting without violating some rules? Given the sheer volume of the rules, the likelihood of violating some of them is very high. In fact, it is nearly a certainty.

When was the last time you witnessed a ‘picture-perfect’ meeting?

With that in mind, the question is not whether you will violate the rules, but how to treat such violations. You need criteria to determine whether a violation is significant and, if so, what to do about it.

Two interesting citations

Two interesting and not often quoted citations from Robert’s Rules of Order Newly Revised (11th edition) illustrate how procedural violations should be treated.

Page 250: “In ordinary meetings it is undesirable to raise points of order on minor irregularities of a purely technical character, if it is clear that no one’s rights are being infringed upon and no real harm is done to the proper transaction of business.”

Page 456: “The president should never be technical or more strict than is necessary for the good of the meeting. Good judgment is essential: the assembly may be of such a nature, through its unfamiliarity with parliamentary usage and its peaceable disposition, that strict enforcement of the rules, instead of assisting, would greatly hinder business.”



What is the message? Stop the nitpicking and don't insist on a picture-perfect meeting. Just make sure that business gets properly done, members are included in the decision-making process, and basic rights are respected. Pay attention to the principles, more than the purely technical rules.

Two tests to determine the significance of a violation

Based on the first citation, here are the two tests to determine whether a procedural violation is significant or insignificant:

- Is anyone's right infringed upon by the violation?
- Is the violation causing any harm to the progress of the meeting?

If the answer is "no" to both of the above questions, the procedural violation is insignificant and members need not draw attention to it.

Examples of significant violations

There is no quorum at the meeting.

Let's look at the two tests: Is anyone's right being violated? Yes, the absentees. Is any harm done to the proper transaction of business? Yes. Any decision made in the absence of a quorum is invalid. Taking action in the absence of a quorum places the organization at risk.

A member is recognized to speak when another one barges in and takes over. This is a violation of the rule that "we speak by raising hands." Are anyone's rights violated? Yes, the member who was recognized to speak is disenfranchised. Is any harm done to the progress of the meeting? Of course. In a chaotic meeting nothing gets done (efficiency suffers), and discussions are dominated by assertive members (an imbalance). The quality of the group's decisions is bound to suffer.

Examples of insignificant violations

A motion was not seconded, but the meeting went ahead with the discussion. Is anyone's right violated? Not likely. If the meeting went ahead and discussed the motion, it is clear that more than one person was interested in the discussion.

The person who made a motion, having heard the discussion, wants to explain why she was persuaded to vote against her own motion. This is

Stop the nitpicking and don't insist on a picture-perfect meeting. Just make sure that business gets properly done, members are included in the decision-making process, and basic rights are respected.

a technical violation of the rule that a member may not speak against his or her own motion (although he or she may vote against it or request permission to withdraw it). But is this violation significant? Let's look at the two tests: Is anyone's right violated? Is any harm done by this violation to the progress of the meeting? In all likelihood both answers are no. In fact, more harm is likely to be done to the tone of the meeting by raising a point of order about this minor violation.

Using rules well

When managing or participating in a meeting, consider the rules of order as a means to an end, and not an end in itself. If used well, rules of order should advance fundamental principles. They should help your group spend its time well and make good decisions on behalf of your organization and the people it serves. So don't let the rules become the master and the primary focus for the meeting. Always put the horse (the principles) ahead of the cart (the rules). ■

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Three Community Partnerships that May be Key to Sustainability

Lorri Matthewson — Community Consultant and Owner, Solomon-Matthewson Consulting

"Your corn is ripe today; mine will be so tomorrow. 'Tis profitable for us both, that I should labour with you today, and that you should aid me tomorrow. I have no kindness for you, and know you have as little for me. I will not, therefore, take any pains upon your account; and should I labour with you upon my own account, in expectation of a return, I know I should be disappointed, and that I should in vain depend upon your gratitude. Here then I leave you to labour alone; you treat me in the same manner. The seasons change; and both of us lose our harvests for want of mutual confidence and security."

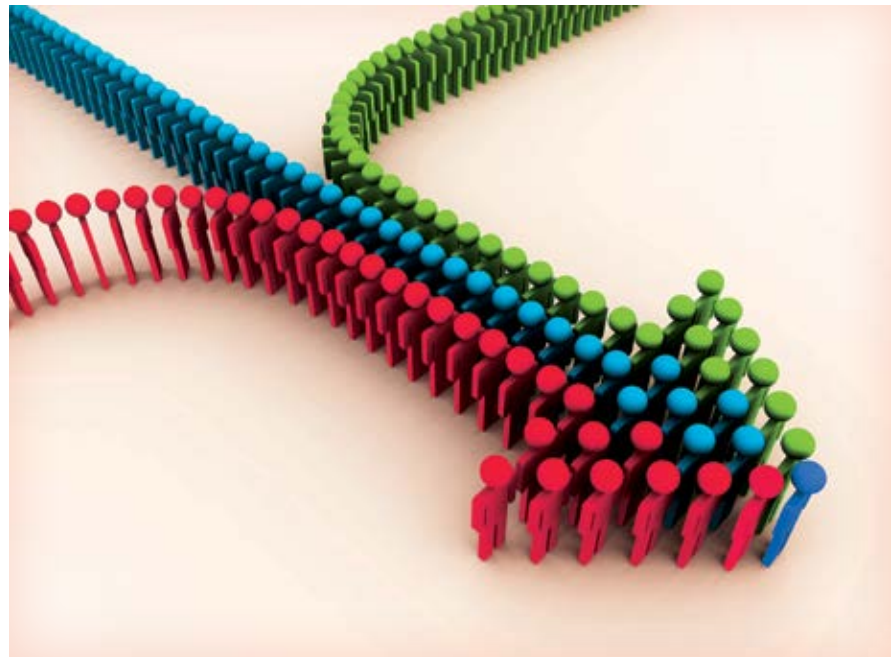
~ David Hume (1776)

Sadly, in some communities, not enough has changed in more than 200 years. Mention partnering with a neighbouring town in a public meeting, and you are likely to get some resistance.

The reality is that to be sustainable, small-population communities need to be willing to address the issues nibbling away at their long-term survival. According to the Institute for Sustainable Communities, to be sustainable, communities need to have a healthy, diverse economic base; they need to have their infrastructures looked after; and they need to have healthy civic involvement.

For many small-population communities, there are simply not enough resources to accomplish all that needs to be done. Aging infrastructure and increasing replacement costs, new development costs and lack of economic diversity are overwhelming to many communities. Just the infrastructure demands alone cost much more than the tax base can generate. There are many communities that still do not charge the residents what it actually costs to provide water and sewer services; instead these costs are subsidized from general revenue. As a result, there is insufficient reserve to deal with the extreme costs associated with infrastructure replacement when systems fail. Meanwhile, grants are sporadic, take forever to get a response, and are highly competitive.

So where to start? I think you start within the boundaries of your own community. There are three key relationships your community should focus on to make all the difference to long-term sustainability.



1. How is the relationship between the town council and the RM council?

When these two groups do not play well together, that alone can be a catalyst for a race to the bottom that can kill a community (and I keep hearing stories that suggest this is happening in Saskatchewan communities). The term "social capital" refers to intangible assets such as trust, respect, and a willingness to work together. In communities where there is no social capital at the leadership level, sustainability becomes difficult.

Communities where the RM and the town run without any consideration for the

other run the risk of individual ego killing them off.

We need to learn to work together for the good of the community. Formalizing a structured partnership can help if you start with a group that has the best interest of the community at heart. Most do, I think, but some lose sight of it in the day-to-day activities. The good news is that communities demonstrate time and time again that by working together they can build rinks and swimming pools, generate more money in a fundraiser, and attract more businesses than one can fully imagine. Where there is a will.



2. How is the relationship between the town and the community at large?

Another important partnership is the one between elected officials and the community at large. If your council chambers are filled largely by acclamation — if there is no competition for the seats to require an actual election — one wonders if your community is engaged enough to sustain it.

Once council is in place, it is important to actively involve the community in decision making, even when by doing so, you invite criticism. Posting the minutes of your meetings, giving public notice of agenda items, engaging focus groups, and a host of other methods exist for engaging your communities — and that needs to happen regularly. Councils that do not engage their residents may find themselves with difficulties over time. Official Community Plans (OCP) and strategic planning that involves the community can help engage the community in an overall direction. In addition, formalized planning helps develop capital plans, economic and cultural plans, housing plans and much more. (*Editor's Note: See page 33 for an example of an OCP and strategic plan with extensive community engagement in the City of Humboldt.*)

3. How is the relationship between your town and neighboring communities?

Once you have a clear vision of what your community needs, your assets, and areas where you need support, you are postured to partner with other communities in those areas where it makes sense. If your community is dependent on one major economic driver and so is the neighboring community, it may make sense to form a partnership to address the need for a stable economy. If your community needs to do a bunch of paving and the neighboring community needs paving done too, it may make sense to hire the contractor together.

Partnering does not have to mean you lose your community's autonomy. It can mean you double the knowledge at your table. Partnerships may not be the whole cure for what ails our communities, but it gives us a place to start.

For further reading on these ideas, you can check out these online resources:

- *Creating and Maintaining Partnerships, The Community Tool Box*, from the University of Kansas Work Group for Community Health and Development.
- *The Secrets of Successful Communities-Pt. 5: Cooperate With Neighbors for Mutual Benefit* by Edward McMahon on www.PlannersWeb.com
- *The Prosperous Community, Social Capital and Public Life* by Robert D. Putnam in *The American Prospect*
- *The Saskatchewan Plan for Growth*
- *Building Effective Partnerships: The Processes and Structure of Collaboration* by Kristina Smock for the National Housing Institute
- *Definition of a Sustainable Community?* from the Institute for Sustainable Communities ■



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Improving Your Communications Skills and Being a Lifelong Learner

Lynn Gidluck — Benchmark Public Relations

I don't know about you, but sometimes the pace of change when it comes to communication can make me feel downright dizzy. It's exciting, yes, but daunting. Facebook, Twitter, Instagram, Snapchat — every day there seems to be a new social media platform or app for your smart phone or iPad that you should learn. As busy administrators and elected officials, you are likely always looking for ways to improve how you communicate with your ratepayers. With this in mind, I offer a few resources you might want to look at.

Blogs, Email Newsletters, and Online Public Relations Resources

HC & T Update

Shel Holtz is internationally recognized for his expertise in business communication. He is always one of the earliest adopters of new technologies and he's a dynamic speaker. There are a lot of great resources on his website. I look forward to receiving his email newsletter every Friday. Scroll through the top part of the email (where he promotes all his speaking engagements and resources available for sale) to his short summaries of the latest in new communications technologies, PR blunders, or best practices. With links to longer stories, I can easily keep my mind occupied and feel good that I might actually be learning something as I linger on my smartphone.

Ragan's PR Daily

PR Daily delivers news, advice, and opinions on the public relations, marketing, social media, and media worlds. Lawrence Ragan Communications is another successful, international public relations agency. The company uses their daily news digest as a way to find leads for their consulting business. As a result, they send far too many emails about conferences in the US or products and services I have no intention of ever purchasing. However, just when I think about unsubscribing, I read an article in their daily digest that I find really interesting!



PublicityHound.com

Another good blog I subscribe to is by American public relations guru Joan Stewart. She has a wealth of free information on her website — everything from how to optimize your LinkedIn profile to making the most of new social media platforms. She provides just enough information to make you want to spend a few dollars for some of her other advice. I haven't purchased many things from this website, but what I have bought did not disappoint me.

Charity Village

Charity Village advertises itself as Canada's non-profit sector's largest and most popular online resource for news and how-to

information. It provides many resources at no cost. They offer regular webinars and online workshops on a variety of topics — many related to communication. They also offer a whole array of affordable online classes that are well worth the price. They cover a wide range of topics such as grant proposal writing, event planning, and board governance. You can also sign up for their weekly roundup of non-profit news, which I often find contains interesting nuggets of information.

NonprofitReady.org

Register for free at NonprofitReady.org and you can immediately gain unlimited access to more than 300 e-learning courses, webinars, and other resources.



Free or Heavily Discounted Software and Technology Resources

TechSoup Canada

TechSoup Canada is a program of the Centre for Social Innovation, a Toronto-based non-profit organization that provides donated and heavily discounted software and technology resources to Canadian charities, non-profits and libraries. For instance, Tableau Desktop Professional (which allows you to create state-of-the-art infographics from survey data) will cost you up to \$2,000, but as a member of TechSoup your cost for a two-year subscription is \$81. The Adobe Photoshop Elements 15 and Premiere Elements 15 on *Amazon.com* are nearly \$100. As a member of TechSoup you pay \$38. There is a whole host of options for hardware, office and business software, multimedia and design, information and database management resources, and more!

Wild Apricot

Wild Apricot is another Toronto-based company worth checking out. This company develops software for small associations and non-profits to help manage memberships, websites, events and other activities. Check out a great article they have on their website, "199 Amazing Free or Cheap Online Tools for Nonprofits." This company also offers a host of learning opportunities you might want to check out.

Online University Courses

Maybe you are yearning for educational opportunities that are a little more in depth? Perhaps you have always wanted to go to university, but either couldn't afford it or never had the time to go? If so, here are a couple of options worth checking out.

Coursera.org and edX.org

Coursera.org and *edX.org* provide hundreds of reasonably priced online university courses that offer you the chance to get a certificate or degree from some of the world's best universities in the privacy of your own home. Individual courses will cost you between \$29 and \$99 from Coursera. You can also earn specialization certificates for as little as \$250. I, for one, have been really looking into the class taught by the University of Illinois

on Marketing in a Digital World. I am also checking out edX's certificate in Digital Marketing. The Wharton School of Business teaches this class. Many of the courses on edX are free, and those you do pay for are still cheaper than most other traditional university options closer to home.

Good luck as you upgrade your business and professional skills and work to make your communities stronger through more effective communications.

Lynn Gidluck is a partner in Benchmark Public Relations, a Regina-based strategic communications and marketing company. Lynn also teaches Nonprofit Communications for the University of Regina's Luther College's Nonprofit Sector Leadership and Innovation Program. She and her partner Pat Rediger are instructors of the popular "Public Relations for Municipalities" module in the Municipal Leadership Development Program (MLDP). For more information, check out www.benchmarkpr.ca. ■



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What You Need to Know About Railway Safety

**By Doug Ryhorchuk, Vice-President,
Western Region, CN**

Canada's very first railway—the Champlain and St. Lawrence Railroad—began operating on July 21, 1836, between La Prairie and Saint-Jean-sur-Richelieu, on Montreal's South Shore. This was the start of a railway industry that would make it possible to populate a vast territory and build an economy from the Atlantic to the Pacific. Today, CN's Saskatchewan rail network connects agricultural customers across the Prairies to worldwide markets. Grains and fertilizers, especially potash, make up a substantial portion of the traffic handled by CN in the province. The diversification of Saskatchewan's economy is also reflected in CN's handling of growing volumes of consumer goods and specialty crops through our intermodal terminal in Saskatoon. Other important CN facilities in Saskatchewan include metal distribution facilities (Saskatoon, Regina and Bienfait), an automotive distribution facility (Regina), a CargoFlo® bulk handling facility (Bienfait) and forest product distribution centres (North Battleford and Bienfait).

As is the case with all modes of transportation, safety plays a key role in establishing a sustainable network and activities. After almost two centuries, the safety measures developed by the railway industry continue to evolve and improve. Today's railways are equipped with advanced detection, inspection and response processes and equipment that make use of cutting-edge technology. These safety measures are continually refined, thanks to the railways' initiatives and some of the strictest safety requirements in the transportation sector.

*Changes in railway safety in recent years have been made possible by the concerted efforts of all industry stakeholders, including railways, the government and communities. It can never be said enough: **railway safety is a shared responsibility**, and as such is everyone's business. While much recent attention has focused on the transportation of dangerous goods, the most common causes of fatalities on railway property year after year are trespassing and failing to comply with warning signs and signals at level crossings. Fortunately, communities have many tools at their disposal to support railway safety. Clearly, there are important gains to be made in this area. There are many aspects to railway safety and here are some of the measures recently implemented by various stakeholders.*

Voluntary Measures Implemented by CN and the Railway Industry

- CN's Dangerous Goods team provides courses on railway emergency response management. A total of 762 first responders were trained in Saskatchewan from 2013 to 2015.
- CN voluntarily limits the speed of key trains in metropolitan census areas to 35 miles per hour.
- CN has shared data on transported goods with first responders and emergency measures planners for many years. This process is now governed by federal regulations.
- The railway industry has developed the AskRail mobile app, which provides responders with real-time information on goods moving through their communities.

- CN makes major investments in its network year after year. In 2016, \$2.75 billion was invested.

- CN is working actively with research centres, suppliers and universities to implement new technologies and processes to further enhance safety.

Transport Canada Regulations

- New regulations have accelerated the phase-out of older generation tank cars. CN has publicly supported this important measure.
- New grade crossing regulations were introduced in 2014. These regulations promote collaboration between communities and rail companies through the sharing of key safety information.
- Municipalities are able to provide information to railways for use in preparing risk analyses for key routes.

Measures Implemented by Communities, in Collaboration With the Industry

- CN Police and other railway industry stakeholders work with government and municipal partners as part of the wide-ranging Operation Lifesaver program, which educates children, youth and adults about the dangers of disobeying level crossing signals and of trespassing on railway property.
- Development controls need to be in place for lands located in proximity to railway activities, similar to controls that already exist for areas next to highways and flood-prone areas. When reviewing community plans or development proposals in proximity to rail, the City of Saskatoon and the City of Regina regularly consult the *Guidelines for New Development in Proximity to Railway Operations*, developed by the Federation of Canadian Municipalities (FCM) and the Railway Association of Canada (RAC). Furthermore, in the context of the review of its **Planning and Development Act**, the Government of Saskatchewan is evaluating how to implement these Guidelines throughout the province. CN and its partners continue to support this great initiative, which is an opportunity for Saskatchewan to be a national leader on matters such as rail safety and land use planning.

In order to support safety initiatives, municipalities must take into account the projected impacts on road, bicycle and pedestrian traffic at level crossings before authorizing new land uses, densification and large-scale real estate projects. Furthermore, provincial land use guidelines and municipal plans must recognize the essential role and economic importance of transportation networks in our communities. The sustainability, viability and growth capacity of rail corridors are conditions that foster the economic competitiveness of Saskatchewan and all of its regions.

Safety comes first at CN, and we are maintaining our dialogue with municipal partners to ensure that Saskatchewanian communities will continue to cohabit with railways and benefit from a safe and efficient network.



CN looks forward to continuing to grow with Saskatchewan and deliver the province's products to markets in Canada and across the world. We are dedicated to supporting the future of all of Saskatchewan's industries and communities.



www.cn.ca



Municipal Leadership Development Program: Good for Governance

Ashley Leugner — Program Administrator, MLDP

“So good, I missed my afternoon nap!” – participant

These are the words of a Municipal Leadership Development Program (MLDP) participant. Do more of us need a reason to miss our afternoon naps? Everyone loves naps, but you can also love the engaging and educational modules offered by the MLDP, which is a series of six modules offered by request in the fall and twice in the winter. If you missed out on the sessions the day before the SUMA and SARM conventions, now is the time to start thinking about taking in a fall session.

The MLDP's overall goal is to strengthen local government, so it addresses issues and challenges facing municipal officials at the local level through several themed modules. Take in a Municipal Leaders' Roles and Responsibilities workshop —

delivered for members by SUMA, SARM, and New North — or:

- **Strategic and Financial Planning for Municipalities**
- **Municipal Economic Development Fundamentals**
- **Human Resources in the Municipal Workplace**
- **Community and Land-Use Planning**

And since we are talking communications and engagement, check out **Public Relations and Communications for Municipalities**. The module teaches you how to effectively communicate with ratepayers and the media, get proactive with your public relations, and public speaking tips and techniques for print, radio, television, and other media.

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. MLDP graduates and participants swear by the value of the modules and the program, which was developed in 2003 exclusively for elected and appointed municipal leaders in Saskatchewan. As a partnership between SARM, SUMA, RMAA, UMAAS, New North and the Ministry of Government Relations, it's responsive to municipal officials' needs and always accepting feedback about municipalities' changing educational and training needs.

So, you see, there are some advantages to missing the odd afternoon nap! We hope to see you at an MLDP module soon. ■

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First #AskMeAnything (#AMA) a success for City of Regina



Maureen MacCuish — Senior Communications Strategist, City of Regina

Late last year, the City of Regina received national recognition for its first live #AMA about where your property taxes go. *Moments Canada* highlighted the event in the “best of what’s happening on Twitter in Canada” that week.

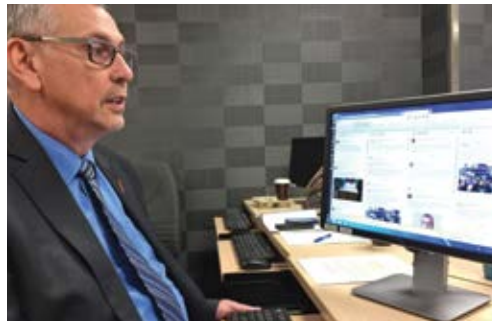
Held on November 24, 2016, the #AMA was part of pre-budget consultations, gathering input on the 2017 budget and answering questions from Regina residents about how property taxes are spent. The activity helps open up the budgeting process while responding to the 93 per cent of the city’s citizen-satisfaction survey respondents who want to learn more about how property tax dollars are allocated.

“The city reaches out for input on the 2017 budget from residents in a variety of ways, including paid advertising, Facebook and (our website at) Regina.ca/budget. Adding a Twitter #AMA on where property taxes go was another way to engage residents,” said **Ian Rea**, CFO.

A great advantage of Twitter is the ability to respond to residents’ questions in real time at literally no cost to the city other than some staff time. Residents were able to engage directly with the CFO easily, right from their mobile device, tablet, or laptop.

“This type of engagement activity really is a win/win for Regina residents and the city,” said Rea.

Initial concern about Twitter’s 140-character limit making it difficult to



Ilan Rea, City of Regina Chief Financial Officer

provide meaningful answers to financial questions was quickly put to rest. While it required some effort to keep answers brief, the medium does allow for appropriate, relevant responses to residents’ questions.

“This is something the city will definitely look at doing more to increase public engagement options. I would encourage other municipalities to explore Twitter #AMA as an additional way to reach out to residents in an equitable, cost-effective manner,” Rea said.

The City of Regina’s dedicated interactive team oversees a variety of social media tools to help the city inform and engage residents in direct, immediate and inexpensive ways.

They have grown the city’s Facebook page to 35,000 likes and have increased the city’s Twitter followers by about 11,000 in the last year to just over 46,000.

The city is continually looking for ways and means to expand the opportunities for



public engagement and information sharing through social media. On January 24 this year, it launched a photo contest through its Hootsuite Enterprise tool. Residents can submit a photo of the historic Mosaic Stadium electronically; selected photos will be included in an art project to be installed in the new Mosaic Stadium.

“We are excited about the potential social media holds for building relationships and increasing interactive communications with residents,” **Melissa Butler**, interactive communications manager, said.

“Better public engagement is an important way to help increase residents’ trust in the city,” added **Pam Kapoor**, manager of public and internal engagement. “We want to keep exploring new, easy ways for residents’ to share ideas and feedback.”

Find the City of Regina on Facebook and Twitter @CityofRegina. ■



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Saskatoon's Journey for Inclusion and Reconciliation

City of Saskatoon

Strengthening the participation of Aboriginal residents throughout the city has been a longstanding goal for the City of Saskatoon. The June 2015 release of the Truth and Reconciliation Commission of Canada's (TRC) Calls to Action brought renewed focus to their efforts, prompting a review of how best to strengthen Aboriginal engagement and inclusion and promote reconciliation in and around Saskatoon.

"While there is more work for us to do, we're starting from a position of strength," says **Gilles Dorval**, director of Aboriginal relations for the City of Saskatoon. "Since the release of the report, and City Council's proclamation of 2015-16 as a 'Year of Reconciliation,' we've been taking a fresh look at how we're promoting inclusion in our decision making, planning, and the wider community."

Community consultations

Prior to the release of the TRC Calls to Action, the city worked with local partners to launch two community-wide consultations aimed at improving Aboriginal engagement and participation. The Kitaskinaw Project was a collaboration involving the Saskatoon Health Region, the Saskatoon Tribal Council, the United Way of Saskatoon, the Gabriel Dumont Institute, and the city. The project aimed to influence public policy as it relates to the Aboriginal community and the provision of programs and services by community-based organizations and government. The gathering was a joint effort by the city, Saskatoon Tribal Council, and Central Urban Métis Federation Inc. to obtain feedback from Aboriginal residents on city programs, services, and planning initiatives. The result? A renewed commitment to widen the circle of Aboriginal people as employees of the city, as engaged residents, and of those involved in economic development.



To create a stronger quality of life for Aboriginal residents, collaboration is required between organizations.

Education and awareness

Eliminating discrimination and honouring Aboriginal ancestry in the wider community is also receiving renewed attention. Working with community partners — including Saskatoon's school divisions — the city continues to participate in anti-racism education and public awareness campaigns to challenge cultural stereotypes and promote diversity. The city's 'I am the Bridge' campaign encourages residents to speak openly about racism in the community and offer ways to address it. The sharing and generating of ideas on inclusion by sharing personal video stories reflects the key message "It's Okay to Talk About Racism."

A recent effort to see more Aboriginal people of significance honoured in the naming of city streets, parks, and public

spaces has also gained momentum as a way of creating a more visibly inclusive Saskatoon.

"Using the term racism, or suggesting that racism is prevalent, makes many people uncomfortable. But like all things, until you actually name it, you can't begin to address it," observes **Lynne Lacroix**, director of recreation and community development. "When you look at things through a diversity and inclusion lens, you appreciate that some processes, practices, and procedures inadvertently exclude the participation of certain groups. We can do something about that."

Community vision for reconciliation

Since Saskatoon City Council's proclamation of 2015-16 as a "Year of Reconciliation," community groups and leaders from all walks of life have been coming together to define reconciliation in Saskatchewan, and to learn to work and walk together on the journey



for reconciliation. Gaining consensus for a communications and special events strategy on something as significant as reconciliation was a unique opportunity to bring new faces to the table to form the Saskatoon Reconciliation Committee (SRC). In 2016, 29 organizations — Aboriginal and non-Aboriginal, business, government, civil society, faith-based communities — came together to organize a month of activities to jump-start a city-wide conversation on strengthening ties and understanding with Aboriginal people.

Early on, it was obvious that reconciliation was not easy to explain as it takes on many forms.

"We brought the group together and consulted Aboriginal Elders to design a vibrant symbol to be used in helping the community promote and recognize various reconciliation activities," said **Maeghan Carstairs**, communications consultant supporting Aboriginal relations. "The symbolism behind the logo was crucial; it had to reflect the committee's goals to honour survivors and the spirit of the TRC, while representing the shared journey and vision for a thriving and inclusive community."

"It's important to do things genuinely and to follow cultural protocol. We wanted the community to feel joint ownership of this symbol of reconciliation for our community and our shared journey," adds Dorval.

The logo was a springboard to the development of a flag and other marketing materials to promote the SRC's month-long schedule of activities. These activities offered Saskatoon residents the opportunity to learn — in a safe environment — about the residential schools, their ongoing legacy today, and also the incredible resilience and strength of Saskatchewan's Aboriginal community. Harnessing social media, the SRC challenged residents to share their personal contributions to Reconciliation calls to action on Facebook and Twitter by sharing a 'selfie' showing their response to the Calls to Action, mark attendance on the Facebook event page, and tweet about Reconciliation using the hashtag #ReconciliationSK.

Between May 16 and June 22, 2016 a media launch, a flag-raising at City Hall, continued social media posts, and media coverage during the month

led to a record-breaking attendance of approximately 3,500 people at the Walk for Reconciliation on June 22. The success of the event was due to the diversity of the SRC membership and the community involvement. Benefiting from the generosity of corporate sponsors, volunteer organizations, and individuals who donated time and resources allowed word to spread about the activities planned around Saskatoon and throughout Saskatchewan.

Building on the success in 2016, the SRC plans more activities and a second Walk for Reconciliation in June 2017. Membership of the SRC has now grown to more than 40 organizations.

"We're building off a strong foundation," says Dorval. "With continued community support, we're changing the dialogue and moving forward together, honouring Residential School Survivors and celebrating the diversity of our community."

The City of Saskatoon remains committed to engaging with and inspiring



THE SYMBOL OF RECONCILIATION

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FLOWER
New growth

COLOURS
Four Directions
Four Seasons
Four Colours of Man

INDIVIDUAL SHAPES
Gather and unify to create one shape

THE SPACE IN BETWEEN
represents the "gap" that can be addressed through reconciliation

BOOKS
Different ways of knowing
Reference to Treaties

ARROWS
Individual diverse groups

THE CIRCLE
The Circle of Life
A meeting circle creating a safe place for dialogue
Seven Sacred Teachings: Love, Respect, Courage, Honesty, Wisdom, Humility, Truth
Introducing an eighth dot, a new Shared Fire: The Reconciliation Project

residents to listen, learn, show up, and share so that we may all find our own personal call to action. ■



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Recycle the Right Stuff – Waste Sorting Game



Jennifer MacDonald — Senior Communications Strategist, City of Regina



Appropriate and meaningful communication and engagement can be a real boon to municipalities, allowing you to share your values, ideas, and recommendations with residents, and taking that information from them to enhance your decision making. So an important part of community engagement is education. The more informed and engaged residents are — and the more informed city administration is about residents — the more useful and valuable services can be.

The City of Regina's Solid Waste Department is focused on extending the life of the landfill by diverting waste. This is done through education and outreach, and measured by monitoring how much recyclable material ends up in the garbage and how much garbage ends up in the Blue Cart Recycling Program. The Blue Cart Recycling Program is part of 'Waste Plan Regina' and it's a symbol of the city's commitment to build a cleaner, greener and more sustainable city.

The City of Regina is always looking for creative and innovative ways to educate residents about waste and recycling. So it worked with ReCollect Systems to create the

Waste Sorting Game: a fun and interactive way for Regina residents to learn how to properly dispose of common household items using the city's waste and recycling programs. The tool provides an opportunity for residents to learn about waste and recycling and provides city administration with valuable information public awareness and knowledge levels.

While the original target audience for this game was youth, it has been popular among newcomers and more playful adult learners.

In the game, players need to determine how to properly dispose of common waste items. There are five options to choose from:

1. Household Hazardous Waste Day
2. Garbage Bin
3. Blue Cart Recycling Bin
4. Backyard Composting
5. Leaf and Yard Depots

Waste items range from batteries and pizza boxes to coffee cup lids, paint, and leaves.



The game is based on a trial-and-error approach — this gives residents immediate feedback that is otherwise lacking in the recycling process. For players who are not strong readers, the game's instructions use graphics and minimal text for easier use.

At the end of each of the five levels, the player gets to build their very own park. But this is not your average park — along with swing sets and trees, there are UFOs, giant Cheshire cats, and dinosaurs. At the end of the game, players would have disposed of 30 common household items and are able to print off a Certificate of Achievement.

The City of Regina receives monthly reports of the game metrics showing the number of games played and the top 12 misunderstood materials.

Since launching the game, the city has learned that the top five misunderstood items are plastic flowerpots, paper towel, metal hangers, coffee cups, and plastic cutlery. The city uses game analytics to improve communication strategies and educational material for Regina residents, helping them dispose of materials properly.

The game can be played on both desktop and mobile devices for easy access. The waste-sorting game is a web analytics program that is used to record non-identifiable information about each player's game visit. Collected data is aggregated and is not personally identifiable.

Try the Waste Sorting Game. It can be found on the city's website at www.regina.ca/waste. ■





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Saskatchewan ChangeMAKERS



Verona Thibault — Executive Director, SEDA

In Saskatchewan, local people with common interests drive economic development, using their own initiative and abilities — marshalling public and private resources to solve local problems to make the community a better place to live and work.

Proactive leadership is the cornerstone of economic development and it can come from many places within the community. Dedicated community leadership raises awareness for issues and solutions, helps develop and communicate a common vision, and motivates stakeholders into action.

The Saskatchewan Economic Development Association (SEDA) is excited to launch an initiative saluting local leadership efforts to grow the economic vibrancy, competitiveness, and resilience of our communities. The **Saskatchewan ChangeMAKERS Program** identifies community initiatives (and the people behind them) that are contributing to local and regional sustainability. By celebrating the efforts of local leaders and the community at large, SEDA hopes to inspire others to take action.

The Saskatchewan ChangeMAKERS Program will launch in April and is seeking emerging success stories in the following three categories:

1. *A recent or emerging success story that illustrates the vision and commitment of local leaders to creating a prosperous future for their community.*
2. *Young business or community leaders making a difference in creating a prosperous future for local residents.*
3. *Emerging or recent example of cooperation between communities and/or communities and neighbouring First Nations.*

What constitutes success in economic development and the specific strategies to accomplish it will look different from place to place. Each community has its own opportunities, challenges, identities, and priorities. The first three ChangeMAKER stories will focus on

the Village of Leask, the Northern Village of Ile a la Crosse, and the Town of Watrous. Look for them on the website at www.saskchangemakers.com.

Over the next two years, SEDA will employ a province-wide communication strategy to raise awareness for the ChangeMAKER success stories and their leaders.

We all have the power to directly shape the future of our communities. Saskatchewan ChangeMAKERS are people and groups of people (communities) who are taking action and leading change. We want to share your leadership story. Visit the online submission page at www.saskchangemakers.com or contact the SEDA office at seda@seda.sk.ca. ■

SEDA is Saskatchewan's leading non-governmental organization with a focus on community and economic development, community regeneration, and resilience. We encourage and support leadership and progressive activities that create positive economic, environmental, health, and social outcomes for communities, regions and the province at large. Operating for more than 30 years, SEDA's mandate is to increase the capacity of communities to develop and determine their economic future in Saskatchewan. SEDA works with many partner organizations that share their passion for developing a better and more resilient Saskatchewan!



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Our Humboldt: Values-Led Strategic Change

Jennifer Brooks — Director, Community Development and Communications Services, City of Humboldt

Since 2013, Humboldt has been working towards its vision of celebrating its values and identity, and attracting people and investment from around the world.

Even though much of Saskatchewan's recent population growth has taken place in the larger city regions, other urban municipalities, such as those in resource-extraction areas, also experienced growth. While this is encouraging, the City of Humboldt was challenged to respond to local growth with limited resources, plans, and capacity. Humboldt's city council and administration realized proactive response to these challenges required more strategic, long-term plans and processes.

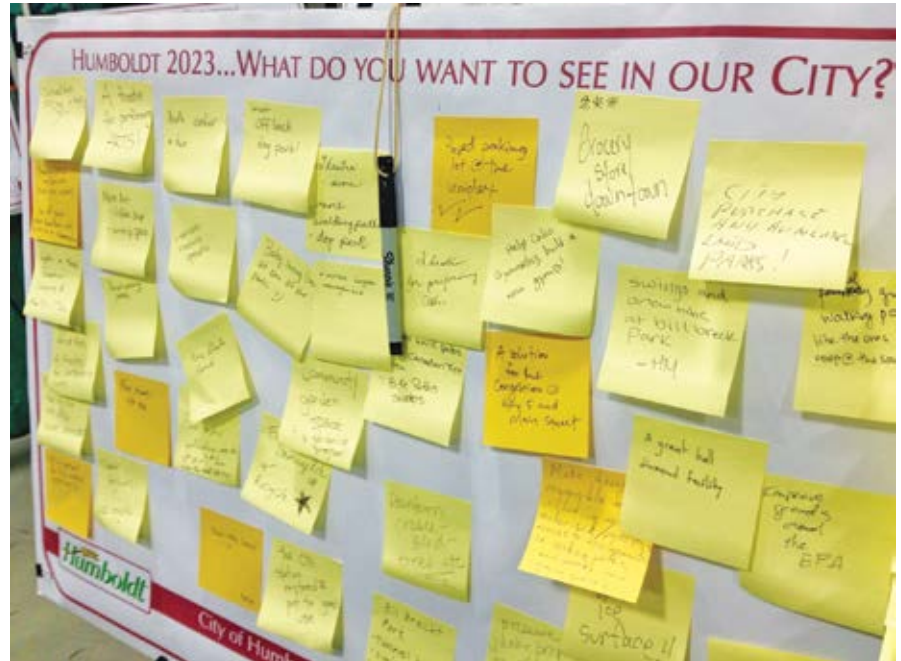
The Our Humboldt Strategic Framework — an innovative municipal framework setting out vision and strategy, and guiding development policy and budget process — evolved as a core governance mechanism. At the framework's core are three, interconnected strategic drivers:

- The Our Humboldt strategic plan
- Priority-based budgeting
- Humboldt 2035 Official Community Plan.

Developing the Strategy: Our Humboldt Strategic Plan

The development of a new vision and renewed strategic plan began in 2013. City council, senior administration and a local advisory committee worked with Canadian Urban Institute (CUI) to devise a collaborative planning and engagement initiative to create a community-designed strategic plan. Partial grant funding helped launch this project.

Driving this process was the concept that, during a time of change, understanding and preserving Humboldt's 'culture' — those values that matter most to citizens — will be what keeps the community attractive, vibrant, and sustainable. The project was called 'Our Humboldt' to illustrate the inclusiveness of the initiative and included extensive public participation.



By flipping the traditional, outcomes-driven approach of most strategic planning models to one that strongly encouraged citizen input and itemized core community values, the Our Humboldt plan was anchored around the following seven clear, relevant and memorable values: *Active, Welcoming, Prosperous, Creative, Green, Connected, Sustainable*. As priorities, they are further supported by more specific strategic directions and action areas.

City council formally adopted the Our Humboldt plan in January 2014. It is Humboldt's highest policy document and is believed to be the first values-led strategic plan adopted by a Canadian municipality.

Purposeful Resource Allocation: Priority-Based Budgeting

Humboldt, like many communities, had traditionally viewed its annual budgeting as an incremental process. With the creation of a new strategic plan, however, council wanted to

identify a clearer way to allocate — and evaluate — spending according to Our Humboldt's strategic priorities.

The values-led approach of the Our Humboldt plan offered a natural introduction to a priority-based budgeting (PBB) process. This process is common sense, flexible, and endorsed as a leading practice by the International City/County Management Association (ICMA). In 2014, council endorsed the PBB approach for the City of Humboldt: Resources should be allocated according to how effectively a program or service achieves the priorities, goals, and objectives of greatest impact and value to the community.

Humboldt engaged the Center for Priority Based Budgeting (CPBB) to help apply the PBB process through eight essential steps:

1. Identify available resources
2. Identify priorities
3. Define results areas
4. Determine programs and services



5. Score programs and services
6. Compare scores between programs and services
7. Allocate resources
8. Create accountability

Over the course of a year, council and administration worked with CPBB — and citizens — on this new process. They wanted to ensure alignment to Our Humboldt, and that PBB results areas expressed the community's priorities. For instance, "When the City of Humboldt X [does this], then we achieve Y [alignment with an Our Humboldt value/strategic priority]."

The first time council assigned resources using the PBB approach was in 2015, for the 2016 budget. Many difficult conversations were a part of this step, as it quickly became apparent that not all programs/services delivered by the city supported the newly defined PBB results areas. However, the PBB process created a clearer path for council to better understand and assign finite financial resources to priority programs, projects, and services.

The PBB process remains part of the city's annual budget deliberations. Humboldt is the first municipality in Saskatchewan, and one of only a handful in Canada, to have implemented PBB.

Values

Directions



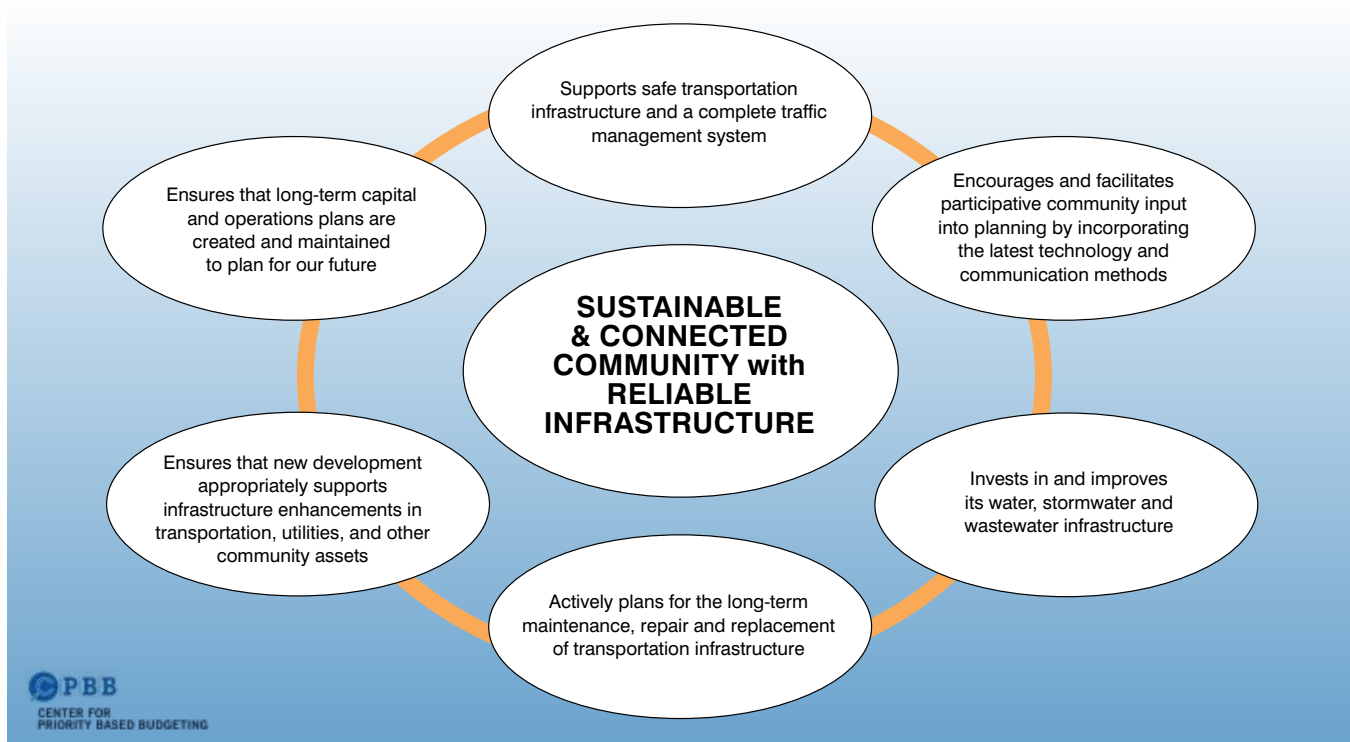
Aligning Community Development Policy: Humboldt 2035 Official Community Plan

As a final strategic driver, Humboldt's Official Community Plan (OCP) had to be renewed to practically address growth and development challenges and opportunities the community faced.

Working closely with Crosby Hanna & Associates, the city's contracted professional planners, it was important to the city to develop an OCP that included land use and development policies, as well as those that included other factors important for quality of life such as community services, culture and recreation, the environment, and regional



City of Humboldt, Saskatchewan





cooperation. Humboldt needed an updated planning strategy that balanced growth and economic opportunity with what citizens valued most about the city.

The OCP project — organized into four phases — started in early 2015. Phase 1 included identifying a Steering Committee to shepherd the project, and mapping the city for review, analysis and future policy development.

Phase 2 was for stocktaking and issue discovery, which included targeted public participation. This ensured opinions on future development and growth management were considered and appropriately addressed. The project was called Humboldt 2035 to demonstrate the city's long-term approach in cultivating a 'complete community' that aligned with existing, agreed-upon core values and priorities.

Phase 3 included preliminary policy development, and further consultation to affirm the emerging OCP reflected preferred policy directions and aligned with the strategic plan.

Phase 4 included the final refinement of the OCP policy document, approval from council and the Ministry of Government Relations, and the formal release.

As a core municipal document, it is both practical and visionary, providing functional application as it strives to meet future aspirations. It is aligned with the Saskatchewan Plan for Growth, incorporates the Statements of Provincial Interest and is the first values-led OCP in Saskatchewan to have received both municipal and ministerial approval.

Tying it All Together

The Our Humboldt Strategic Framework is the capstone to municipal planning at the City of Humboldt. And while each method in and of itself offers innovative

application and increased efficiencies, it is as a unit that the city is best able to use these drivers as a model for municipal change management.

Taking this approach was deliberate and beneficial for two main reasons:

1) Incorporating the vision and values throughout the strategic drivers ensure council and all staff are included and accountable for managing the way the city grows and changes.

2) Creating a long-term plan around agreed-upon values and priorities encourages stakeholder and partnership development — on many levels — to advocate for and to cultivate the kind of community citizens want to see.

Today, Humboldt is strongly positioned to manage change within the municipality as it looks to continuously adapt and evolve as a growing region. ■



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- Board Members

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Shaping an

Urban Saskatchewan

⚙️ 112th Annual Convention Recap

Shaping an Urban Saskatchewan

Convention 2017 Recap

As always, SUMA's 112th Annual Convention was four jam-packed days at TCU Place in Saskatoon. As the first convention after the 2016 municipal elections, there was more than enough to learn, plenty of people to make connections with, and many chances to think about the future. All these fell perfectly under the umbrella of the theme: *Shaping an Urban Saskatchewan*.

Sunday, February 5

Things kicked off on Sunday afternoon with a series of education sessions reflecting the theme and its graphic, from "Gearing Up to Manage Your Assets" to "Getting a Move Ahead on Climate Change." Unfortunately, delegates didn't get a chance to take in the workshop on the provincial solid waste management strategy, as the provincial by-election called on February 3 meant the Ministry of Environment couldn't send the planned speakers.

Campaign activities were in full swing on Sunday afternoon as well. Town of Saltcoats councillor **Gordon Barnhart** and City of Saskatoon councillor **Darren Hill** had displays set up for their SUMA President election campaigns, and spent time chatting with delegates between sessions.

The day wrapped up with a welcome reception at O'Brians Event Centre, where attendees kicked off Canada 150 celebra-



tions. They were treated to performances from **Heidi Munro**, and enjoyed food that reflected several provinces.

Monday, February 6

SUMA's two-day Municipal Marketplace Tradeshow opened its doors at 7:45 a.m. with exhibits displaying their wares until 3:30 pm.

Convention officially opened with Interim President/Convention Chair **Randy Goulden** welcoming delegates — including a special welcome for the newly elected council members — before

passing the mic on to Convention Vice-Chair **Bruce Fidler** to move through the rest of the greetings. Saskatoon Mayor **Charlie Clark** brought greetings on behalf of the host city, and gave a warm welcome to all attendees. Vice-Chief **Bobby Cameron** of the Federation of Sovereign Indigenous Nations then welcomed delegates to Treaty Six land on behalf of his people. He said true reconciliation and hope for a better future for our children and grandchildren is, indeed, possible through proactive partnerships in today's society.



112th Annual Convention Recap

President's Address

After the introduction of special guests, Interim President Goulden was back up for the President's Address. She touched on SUMA's three core functions (Represent Your Interests, Help You Save Money, and Give You Access to Resources), and the highlights of 2016 efforts in each of those categories. For example, in 2016 SUMA:

- renewed, renegotiated, extended, or expanded six group buying programs;
- mailed 510 packages of election supplies, from ballots and boxes to polling booths and pencils;
- delivered two Municipal Leaders' Roles and Responsibilities workshops and created an Elected Officials Handbook;
- partnered with Southeast College and SARM to provide leadership education for administrators and foremen;
- travelled the province to meet members during regional meetings and on a Saskatchewan Chamber of Commerce tour of Northern Saskatchewan;
- handled nearly 150 calls and emails through SUMA Legal Services; and
- ran two major advocacy campaigns — one on the provincial election, and a smaller one on the 2016 census.

Municipal revenue sharing was once again a major topic for the President's Address, and Interim President Goulden stressed the importance of maintaining the predictable funding formula Saskatchewan's hometowns count on. She talked about how SUMA members have been on the front lines of growth, changing and adapting quickly to the new Saskatchewan, and concluded her address by talking about the "clusters of light" that are Saskatchewan's cities, towns, villages, resort villages, and northern communities.

"We serve our communities because we believe they can be our future," she said. "SUMA knows that urban Saskatchewan is our future. We are all here, at SUMA Convention, to make that future happen. I look forward to all the sharing and learning we're about to do, and to the great futures we are all shaping in urban Saskatchewan."

Premier's Address

Saskatchewan Premier **Brad Wall** then addressed an anxious crowd. Premier Wall began his presentation by thanking delegates for their service to their communities. He then talked about the



economy and said following a severe downturn, things were picking up.

The Premier segued into the upcoming budget, stating that revenues were down over the last few years due to historic lows in the prices of oil, potash and uranium, leading to



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Shaping an Urban Saskatchewan



Each gave a five-minute speech in their last chance to speak to delegates before they voted (and then ate lunch!).

Federation of Canadian Municipalities (FCM) Address

First up after lunch was FCM President **Clark Somerville**. He said the upcoming federal budget was historic, an opportunity for strong municipal leadership to take the reins and help fix Canada's housing crisis. Somerville told delegates that the FCM is leading this fight and has developed a report entitled *Seize the Moment*, which they had already presented to federal Finance Minister **Bill Morneau** urging him and his government to launch transformative initiatives that will empower municipalities to connect national infrastructure investment to pressing local needs.

The FCM report highlights six key areas, and offers recommendations on what they believed should be the focus of the federal 2017 budget: housing, transit, building a greener future, strengthening northern and rural communities, modernizing the investment toolbox, and expanding trade and transportation. The report argues community-building is nation-building, and if tailored the right way, the federal budget can

a \$1.2 billion deficit. Delegates once again heard the message "Everything is on the table" in the effort to tackle the deficit quickly.

He added, "Now is the time for restraint. I am optimistic that we will meet this challenge together. I like our chances

because of the character of this province; and I'm asking SUMA to be a partner in this challenge."

Presidential Election

Following the Premier's Address councillors Barnhart and Hill had the floor.



Andrew Stevenson - ATAP Manager

As the Manager of ATAP Infrastructure Management Ltd. Andrew manages diverse technical operations and maintenance, and advisory field services, as well as oversees its numerous training programs.

"Having worked for a number of municipalities prior to his position with ATAP, Andrew has the hands on experience, understanding, and commitment required to operate and maintain a community," advises Paul Pinder, General Manager of Associated Engineering's Saskatchewan and Manitoba operations.

Andrew says, "We work with a multitude of clients, from large industrial to hamlets... I take pride in the fact that we are a one-stop shop and have built a rapport and trusted relationships with all our partners. Giving back professionally, through industry associations, and personally, through volunteering, is important to me."

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112th Annual Convention Recap



help shape and build Canada. President Somerville concluded his talk by saying, “Canada’s future will be shaped by local governments — *you* are the nation builders.”

SUMA Annual General Meeting (AGM)

The AGM included presentations from Finance Manager Lindsay Peel on SUMA’s financial position and Policy and Communications Director Sean McEachern on the Advocacy Reserve Fund. Several other pieces of official business — including the strategic plan report card — were also concluded.

Results of Presidential Election

At the end of the AGM, Chief Electoral Officer Laurent Mougeot announced the results of the morning’s election. There was 90.5 per cent participation in the election, which saw Councillor Gordon Barnhart named SUMA’s new President.

After another break to check out the tradeshow, delegates had another round of education sessions before the formal portion of the day wrapped up. The evening was capped off with a hospitality night at the Hilton Garden Inn, with a full dance floor into the wee hours of Tuesday morning.

Tuesday, February 7

Tuesday morning opened with the three SUMA sector meetings. Mayor Rodger Hayward was acclaimed Vice-President of Towns in that sector meeting; Mayor Mike Strachan was acclaimed Vice-President of Villages, Resort Villages, and Northern Municipalities in that sector meeting;

and Councillor Darren Hill was named Saskatoon/Regina Executive Member during the City Sector Meeting. The rest of the meetings were full of conversation about sector issues and the upcoming resolutions session.

Keynote Address

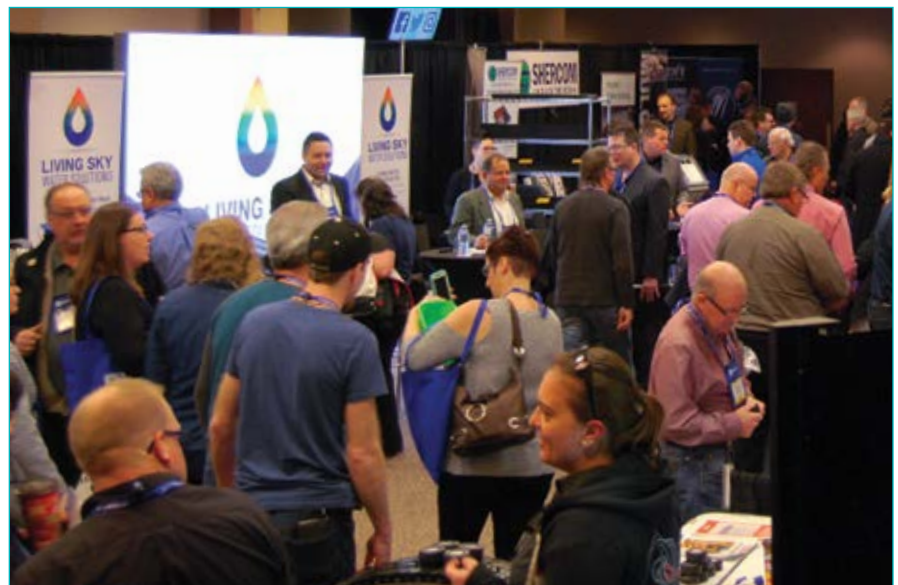
The latter part of the morning featured a keynote address by World and Olympic champion curler **Joan McCusker**. She compared municipal leaders to a curling team where *leads* are newly elected officials, *seconds* are the municipal office staff, *thirds* are councillors and, of course, *skips* are mayors. She defined a great

leader as one who brings out the best in people around him/her.

McCusker then discussed what she’s coined Attitudes for Leadership Excellence, or ALEs. There are five ALEs — like the number of Olympic rings:

1. Learn to win with what you have.
2. Stay calm and be mentally tough.
3. Choose to be positive while remaining in the present.
4. Trust your team (teamwork is role clarity) and be aware of team dysfunction.
5. Make it FUN.

McCusker closed by saying what is important isn’t *what you get* for your toil, but *who you become* in the process!



Shaping an Urban Saskatchewan



Minister of Government Relations' Address

Following lunch, Minister of Government Relations **Donna Harpauer** addressed delegates for the first time since she

took over the municipal portfolio. She emphasized the difficult financial times in the province, and the shared challenges both orders of government face. She also



acknowledged the importance of municipal governments to the lives of Saskatchewan people, saying "SUMA members are the front line, delivering service to many of the people in the province."

In discussing the shared work between the province and municipalities, Minister Harpauer noted that "SUMA is a very important partner for our government," and that both formal and informal conversations between them are vital. While she understands that municipal revenue sharing is "fundamental" to SUMA members and their budgets, and called it a "core commitment from our government to you," she would not speculate on the future of the program.

As she wrapped up, Minister Harpauer said that although this was her first formal address at SUMA, she hoped to have many more occasions to dialogue with our members and our Board to understand mutual issues and concerns.

Saskatchewan Municipal Awards (SMAs)

Pages 44 and 45 have all the details on the SMAs, but know that delegates had the chance to applaud SMA winners from four member municipalities for their great work.

Northern communities went on to their regional meeting after the break, where they elected **Bobby Woods** as their new Northern Regional Director. Other delegates had one more chance for some education, with breakout sessions themed to municipality size, before moving on to resolutions.



112th Annual Convention Recap

Resolutions

There were eight policy resolutions passed at Convention 2017, including ones on fair taxation on provincial park residences, carbon pricing, and water quality assurance. You can keep up with any responses we receive on these resolutions on the Resolutions Database on our website, under the Advocacy menu.

President's Banquet and Awards Ceremony

Tuesday evening finished with a flourish! The President's Banquet and Awards Ceremony celebrated 14 long-serving municipal employees, seven long-serving council members, and former SUMA Director Fred Clipsham. A three-course supper was accompanied by entertainment from Dance Saskatchewan, highlighting the cultural diversity of Saskatchewan through dance. When the program wrapped up, attendees flooded the dancefloor themselves with a true musical experience delivered by Wonderland.

Wednesday, February 8

Sector reports kicked off the day Wednesday, with reports from vice-presidents Hayward, Maloney and Strachan, and outgoing Northern Regional Director Bruce Fidler.



Dialogue with Ministers

Delegates then had the opportunity to engage with ministers in six separate sessions:

- Government Relations with Minister Harpauer;
- Environment with Minister Moe;
- Health, and Rural and Remote Health with ministers Reiter and Ottenbreit;
- Parks, Culture and Sport with Minister Cheveldayoff;
- Justice and RCMP with Minister Wyant and Assistant Commissioner Curtis Zablocki; and
- Highways and Infrastructure with Minister Marit.

Bear Pit with Cabinet

Following a mid-morning break, the ever-popular Bear Pit with Cabinet took place. Delegates asked questions on the future of revenue sharing, infrastructure programs, mental health resources in northern Saskatchewan, privatizing Crown corporations, school boards, response rates for motor vehicle collisions, and more.

After a lively Bear Pit, Convention 2017 was officially closed, but we hope to see many delegates again in Regina for SUMA's 113th Annual Convention! ■



PRESENTING:

Saskatchewan Municipal Award Winners

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

This was the 10th annual Saskatchewan Municipal Awards (SMAs). The award presentations took place at the SUMA Convention and the SARM mid-term convention. It was a wonderful opportunity to celebrate the innovation and excellence in Saskatchewan municipalities, surrounded by colleagues and peers.

This year, the awards program received 15 nominations representing 21 municipalities. It was a big job for the selection committee when they selected the winners last fall. The selection committee was made up of:

- **Keith Schneider:** former Executive Director of SUMA and Principal with ADVOCO Consulting;
- **Ken Engel:** former Executive Director of SARM;
- **Jim Sorrow:** former mayor of Prince Albert and former Vice-President of Cities for SUMA;
- **Neal Hardy:** former President of SARM;
- **Jeff Mulligan:** managing partner of AHHA Moments Inc. and former mayor of Lloydminster; and
- **Gordon Barnhart,** who wrapped up his work on the SMA selection committee before he ran for SUMA President.

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

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

The committee was 'blown away' by the quality of nominations for the 10th round of SMAs, and it shows in our very first tie for third place! You can see all the details on the winning projects, including videos with project and community leaders talking about their projects, on the SMA website at www.municipalawards.ca. ■

Congratulations to all the winners, and we hope to hear about the great work in your municipality when nominations for the 11th Annual Saskatchewan Municipal Awards open this June!

First Place

Oil Spill and Water Crisis Response (City of Prince Albert)

Winning Practice:

Activated an emergency operations centre in response to an oil spill that contaminated the source of their drinking water, the North Saskatchewan River.



Second Place

Our Humboldt Strategic Framework (City of Humboldt)

Winning Practice:

Developed and implemented a framework setting out a vision and strategy for Humboldt, and used it to align policy and the budget process to the framework.



Third Place (tie)

Highway 316 Concept Plan (RM of Blucher)

Winning Practice: Developed a comprehensive concept plan for the area that addressed infrastructure needs, existing development, future development, surface water considerations, and environmental factors.



Unmanned Aerial Vehicle/Laser Survey (Town of Kerrobert)

Winning Practice: Used drones and laser technology to survey the town to create an asset map and topographical map to help develop an infrastructure upgrade master plan and drainage plans.



Regional Cooperation

Wallace Creek Watershed Association Board (RMs of Sliding Hills, Wallace, Calder, Saltcoats, and Churchbridge, and the Village of Rhein)

Winning Practice:

Founded a watershed association to proactively manage water resources to reduce flood damage to agricultural land, and protect private property and municipal infrastructure.



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Long-Service Award Recipients 2017

Every year at the President's Banquet and Awards Ceremony, the SUMA Board of Directors recognizes individuals from across the province who have demonstrated a commitment to outstanding service in the municipal field.

Through the awards program, SUMA acknowledges the contribution of individuals in the municipal field to an improved quality of life in their communities and to the advancement of local government in our province.

The SUMA Board accepts nominations from communities and councils throughout the province. The individuals nominated are considered the most deserving of recognition for their service to their communities.

On behalf of all SUMA members, we are proud to honour these individuals for their outstanding contributions to the development and prosperity of our communities and urban governments in Saskatchewan.

Meritorious Service Award

Meritorious service awards are granted to municipal staff members with 20 or more years of service. It recognizes their career success, dedication, and involvement in their local communities.

These award recipients have become role models in their communities. Through their long service, they have made a valuable contribution to the success of their municipalities. They strive for an improved quality of life through a strong local government.

Honorary Service Award

Honorary Service Awards are granted to elected officials throughout the province with 20 or more years of service. It recognizes their long term dedication to, and involvement in, their local communities. These award recipients are individuals who demonstrate leadership in their communities and who strive for an improved quality of life. Their generous contributions of time and talent have strengthened their local governments.

Life Membership Award

A SUMA Life Membership award recognizes an individual whose career exemplifies commitment and dedication to community, and significant contributions to urban government in Saskatchewan through SUMA. ■



Front row (L-R): Shirley Huffman (*Meritorious Service*), Honourable Donna Harpauer, Interim President Randy Goulden, Bernadette Hamoline (*Meritorious Service*)

Second row: Blair Bentley (*Honorary Service*), Janet Black (*Meritorious Service*), Rosalie Brown (*Meritorious Service*), Kathy Ritchie (*Meritorious Service*), Sharon Dickie (*Honorary Service*), Marion Hougham (*Meritorious Service*), Doug Craig (*Meritorious Service*)

Third row: Jim Toye (*Meritorious Service*), Randy Sherstobitoff (*Meritorious Service*), Kim Houghtaling (*Meritorious Service*), Francis Fleuter (*Honorary Service*), Robert Smith (*Meritorious Service*)

Back row: John Baker (*Meritorious Service*), Murray Bigelow (*Meritorious Service*), Fred Clipsham (*Life Member*), Rob Stephanson (*Honorary Service*)

Not pictured: Randy Johannesson (*Meritorious Service*), Gerhard Ernst (*Honorary Service*), the late Jeff Marshall (*Honorary Service*), Terry Volk (*Honorary Service*)

Staples Business Advantage

Staples Business Advantage is not limited to just office products; they offer janitorial supplies from toilet paper to hand sanitizer, mops to floor machines, and hard hats to safety coveralls.

We've negotiated discounts for SUMA members on core list items with Staples Business Advantage. You can take advantage of the savings with our new SUMAdvantage janitorial supplier by using the online ordering system at www.eway.ca.

By ordering through the SUMAdvantage program, you get great discounts on those core list items — 45 to 90 per cent! If you order \$50 or more, you get free shipping, with delivery straight to your community; many members will even get their packages the next day. You'll get just one invoice for all your products, making tracking a breeze.

What does Staples Business Advantages have to say?

Urban Voice interviewed **Graham Hellquist** of Staples on the new partnership:

Q – What does this new partnership mean for Staples and for SUMA member municipalities?

A – We're excited to partner with SUMAdvantage. We are now able to offer SUMA members a streamlined procurement process for everything their business needs.

This partnership allows members to consolidate their facility and office supplies, while taking advantage of premium savings offered through the Staples Business Advantage program. We've eliminated the need to use multiple vendors, which means fewer invoices and fewer deliveries. Members can get everything they need in one place!

Q – Can you explain **eway** for readers?

A – Eway is our ecommerce website where members can purchase all their supplies. Through eway, members can access the SUMA discounted pricing and live inventory on over 500,000 products. Users can create personalized shopping lists, have real time tracking of their orders, create a group order, and view the daily promotions.



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May 12, 2017

Contact: Rod Evason at 877-985-9710 or rod@kelman.ca.

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- clearance section to help you find great deals;
- chat agents online and ready to help;
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- suggestions to help you find the products you need.

Q – Janitorial products is a big category. How would you describe the range of products available from Staples?

A – Under the facility supplies umbrella, we have many verticals available, including cleaning and janitorial; personal protective equipment; first-aid materials; along with operation and repair supplies. Our new 2017 facility catalogue is available and can be ordered on eway at no charge. Just type in the code #SMT3009 in the search engine and add to your shopping cart.

Q – The environment is a major concern these days. Are 'green' products available?

A – We have a wide assortment of environmentally friendly products, starting with our own Sustainable Earth brand. It includes high-quality surface cleaners, recycled paper products and office supplies that are economical and sustainable for a range of needs. These products offer a safer alternative for both you and the planet. From the eco-preferable manufacturing processes and product components to packaging made from recycled materials, every Sustainable Earth by Staples product meets our brand's highest environmental standard.

Q – Who can SUMAdvantage members contact if they have questions?

A – Contact customer care at 1-877-272-2121 or email easyService@staples.com. Alternatively, members can contact their dedicated Account Manager, Graham Hellquist: 306-596-1237 or graham.hellquist@staples.com.

Easy Ordering

Purchasing your janitorial supplies from Staples Business Advantage is easy and quick, but **you must use eway** to get your discount! Discounts will not apply on the regular Staples ordering site or in-store purchases. If Internet ordering is not your style, you can place orders via phone or fax using the eway website as a reference. When ordering online with eway, don't forget to use your personalized SUMA member account number, because SUMAdvantage prices are built into your eway account so you'll see the savings immediately.

So check out our new janitorial product supplier and start saving today! ■



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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Network and Email Solutions	Lexcom Systems Group Inc.	306-545-9242	www.lexcom.ca
Office Machines	SUCCESS Office Systems	800-667-8173	www.successos.com
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

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Janitorial Supplies	Staples Business Advantage	877-272-2121	www.eway.ca
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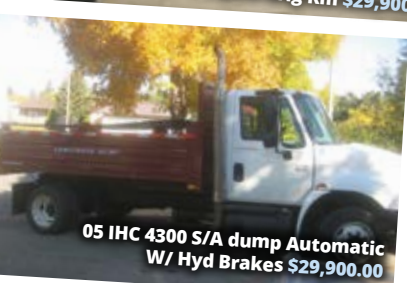
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