

VOLUME 19 NUMBER 3 | FALL 2014

URBAN *Voice*

THE OFFICIAL PUBLICATION OF THE SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

LAW **SKILLS** **DIVERSITY** **ORGANIZATION**
OBJECTIVES **MANAGEMENT** **TRANSPARENCY** **POLICY**
GOVERNANCE & **RULES** **INTEGRITY**
RISK MANAGEMENT

plus

HONESTY **TRAINING** **BEHAVIOR**
TRAINING **QUALIFICATIONS** **PROFESSIONAL**
WORK **RESPECT** **HUMAN** **SKILLS** **DEVELOPMENT**
JOB **RESOURCES** **CAREER** **INDIVIDUALS**

PM#40065075

SUMA hits the Links • Central Municipal Procurement Services Project



The value is clear.

The true value of water involves delivery from the source to the tap.

SaskWater owns, operates and maintains an elaborate network of water pipelines, pump stations and water treatment plants to provide safe, reliable water to Saskatchewan communities.

Our commitment is to ensure that high quality water continues to flow today and well into the future.

At SaskWater we deliver more than water. We contribute to good health, support the growing provincial economy and enhance the quality of life Saskatchewan residents enjoy.

Our customers have told us they are very satisfied with our overall performance. Why not consider SaskWater as your water and wastewater service provider?

SaskWater. The clear choice.

Water



SaskWater



saskwater.com



[Generate your own electricity]

You have **THE POWER**



SaskPower has programs to help you generate your own electricity. We'll even purchase the power you don't use.

Residents, farms and businesses can install renewable energy technology to generate their own power. That power can offset what you'd purchase from SaskPower, and any electricity you don't use can be delivered to our grid for credit.

Your house can be a powerhouse. To learn more about installation, rebates and application, visit saskpower.com.

 **SaskPower**
Powering the future[®]

RESOLUTE RUBBER provides TDA solution

Company prides itself on proven track record, stringent standards and cost effective, sustainable materials

Resolute Rubber provides cost-effective and durable frost boil prevention and repair solutions for corporations and municipalities. Resolute Rubber tire derived aggregate (TDA) is manufactured to meet stringent ASTM standards and is utilized following individually engineered specifications. TDA has been used for 20 years and has a proven track record in eliminating conditions that cause frost boils.

Frost boil occurs when fine soils wick moisture into the roadbed from below, or when the roadbed becomes saturated by standing ditch water. Deep freeze temperatures penetrating deep into the roadbed then cause an "ice lens" in the saturated roadbed material. When this melts in late spring or early summer it results in road-damaging frost boil.

Resolute Rubber has the TDA and proven engineered solution to eliminate these conditions.

With its large size and eight times the insulation value of dirt, TDA limits frost penetration and prevents "wicking". TDA allows water to move horizontally and vertically, eliminating water traps in the roadbed. TDA also strengthens weak roadbed

materials by creating a "mat" of interlocking rubber, consolidating the sub-grade.

"Municipal councilors work hard to get the best tax dollar value for their neighbours, and Resolute Rubber has the material and expertise to cut costs in frost damage repair," says CEO Peter Schroedter.

Resolute Rubber has a proven track record backed up by engineering reports generated from TDA placements across Canada and the northern US. Recently licensed by the Saskatchewan Scrap Tire Corporation to recycle off-the-road tires in this province, Resolute Rubber has been providing solutions to municipal and industrial problems using repurposed off-the-road rubber for 15 years in Manitoba. Resolute Rubber is a one-stop shop providing everything from site evaluations and engineering to project management and material hauling and placement supervision.

For specs and info about Resolute Rubber products, including TDA, snow plow blades and snow pushers, water troughs and mining tire watering systems, visit www.resoluterubber.com or contact Christian Schroedter at (306) 641-9794.

Need a solution for frost boil?

Resolute Rubber can supply a fully engineered fix using Tire Derived Aggregate that eliminates frost damage to streets and roads. We ensure that every step of the process, from site evaluation to material installation, is done to engineered specifications.

Resolute Rubber offers a complete solution to prevent frost damage in new construction and to repair affected sections of road.



For more information on our TDA, visit www.resoluterubber.com
866.621.5853 info@resoluterubber.com

Downright Tough



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

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

PUBLISHERS

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

SUMA STAFF

Laurent Mugeot, CEO

Shauna Audette, Group Benefits & Insurance Services Manager
Lindsay Peel, Finance Manager

Laurie Bryant, Accounting Administrator

Steven Dribnenki, Policy & Legal Advisor

Tauna Kupiec, Group Benefits Administrator

Sean McEachern, Policy and Communication Director

Sean McKenzie, Policy Advisor

Scott Meger, Group Benefits Administrator

Tania Meier, Event & Corporate Services Manager

Libbey Morin, Administrative & Research Assistant

Heather Vanderaa, Executive Assistant

Marlys Wasyluniuk, Event & Corporate Services Coordinator

Tiffany Wolf, Communications & Web Coordinator

Please send change of address to suma@suma.org

DISTRIBUTION

Publication Mail Agreement #40065075
Return undeliverable mail to lauren@kelman.ca

PUBLICATION MANAGEMENT AND PRODUCTION BY:



Third Floor - 2020 Portage Avenue
Winnipeg, Manitoba R3J 0K4
Tel: 866-985-9784
Fax: 866-985-9799
www.kelmanonline.com

Managing Editor: Terry Ross, terry@kelman.ca

Layout & Design: Tracy Toutant

Marketing Managers: Rod Evason, rod@kelman.ca

Advertising Coordinator: Stefanie Ingram

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

FEATURES

GOVERNANCE & RISK MANAGEMENT plus HUMAN RESOURCES

The CAO-Council Interface: A critical 'linchpin'	14
Mayors Primed for 2014 Summer School	16
Enterprise Risk Management in the Public Sector	18
Innovative, Proactive, Vigilant: Governance at SaskPower	20
Sharing Staff, Saving Money, Building Relationships	22
Effective Performance Management for CAOs.....	24
Hiring Municipal Executives Not for the Faint of Heart.....	27
SUMA Hits the Links in White City	34
Make a Date with SUMA	36
A Long-Term Approach to Water.....	38
Central Municipal Procurement Services Project.....	40



DEPARTMENTS

President's Voice.....	6
Board of Directors.....	8
CEO's Voice	10
Legal Services Voice	30
Policy Voice	32
SUMAdvantage Voice	44
Reach our Advertisers.....	46



MIX
Paper from
responsible sources
FSC® C103094



THINK GREEN

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



RESPECT CAN MAKE ALL THE DIFFERENCE

Mayor Debra Button, President

Well, we managed to find a way to make governance and risk management sound even more daunting: we combined it with human resources. Human resources aren't supposed to be part of being an elected official; I was elected to govern! But if we heard one thing very loudly at our last Mayors Summer School, it was that our members need to know more about how to handle these issues.

We've got some excellent resources from well-qualified folks in this issue of *Urban Voice*, but I want to use this space to talk about something that I think underpins all human resource issues (and a lot of governance issues too): respect. We all want it, but are we also giving it?

It's courting cliché, but this quotation provides some good context to think about respect:

"Without feelings of respect, what is there to distinguish men from beasts?" – Confucius

It's hard to argue with his point. As human beings, we are supposed to be rational creatures, not ruled by instinct. Yet, sometimes, that is exactly what drives our interactions. As elected officials, we sometimes have to react to situations quickly, but that can lead to acting without taking the time for rational thought. Too little thought can lead to saying things harshly, or even saying things we don't mean – the sort of thing that can cause a relationship to go sour very quickly. And aren't relationships exactly what human resources are built on? We work with people, not just sets of skills; we must treat staff (and

our fellow council members) as whole people, with respect, if we want to make the most of those relationships.

By now, you may be thinking "But I expect people to earn my respect!" Without debating the merit of that point, I'd ask you to consider how someone earns your respect. If you've hired someone to do a job for you, it should mean that you trust them to do that job reasonably well. Isn't that a level of respect? Council hires an administrator they believe competent, and it shows respect when you trust them to do their job.

The beautiful thing about giving people respect is that it can also help them treat you with respect, too. When you show someone that you trust them, and care about the job they are doing, it can be incredibly motivating. There is a maxim in employee engagement: 'People don't quit jobs, they quit bosses.' Being a good council member and providing good feedback to your employees makes your administrator's job easier and more pleasant. That can create a positive loop where they are more dedicated to their job, and are willing (even driven) to go the extra mile.

The relationship between council and employees can be critical to our municipalities, especially the small ones where council expects a lot of skills, knowledge, and sheer time from one person. We have the power to nurture that relationship through mutual respect. It's good for council, good for administrators, and ultimately good for our residents.

Perhaps, it is even good governance. ■

**Consulting Engineers
Specializing in
Municipal Infrastructure**

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

BCL
► BULLÉE CONSULTING LTD.

200 - 302 Wellman Lane | Saskatoon, SK S7T 0J1 | www.bulleconsulting.com

REBATES!

Brandt is celebrating \$1 billion in annual revenue and we're thanking our customers by offering special rebates throughout the year.

Visit thanksabillion.ca for details.

Thanks a Billion!



JOHN DEERE



KEEP IT IN THE FAMILY.



For over 80 years, Brandt has built its legacy by providing exceptional service and top quality equipment – like the John Deere D-Series Skid Steers. They provide the same reliable versatility that you've come to expect from all your heavy-duty John Deere equipment. D-Series Skid Steers provide the perfect balance of power, versatility and maneuverability. They also feature premium cab space, extra glass ensuring best-in-class visibility, increased serviceability and improved structure – making the D-Series Skid Steer a welcome addition to your John Deere family of equipment at your worksite. Add Brandt's uncompromising commitment to after-sales support in 27 locations across Canada, and what you'll have is a machine as dependable as the company that sold it to you. **That's Powerful Value. Delivered.**

CUSTOMIZED & FLEXIBLE

CALL **BRANDT FINANCE** AT **1-855-711-4545**
TO FIND OUT MORE ABOUT FINANCING OPTIONS.

brandt.ca | 1-888-2BRANDT

Brandt

BOARD OF *Directors*



**MAYOR
DEBRA BUTTON**
President



**MAYOR
MALCOLM EATON**
Vice-President
Cities



**MAYOR
RODGER HAYWARD**
Vice-President
Towns



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



**COUNCILLOR
DARREN HILL**
Executive Member
Saskatoon/Regina



**MAYOR
RON OSIKA**
Director
Central Region



**MAYOR
BEN BUHLER**
Director
Northwest Region



**MAYOR
BRUCE FIDLER**
Director
Northern Region



**COUNCILLOR
RANDY GOULDEN**
Director
East Central Region



**COUNCILLOR
GLENN GEORGE**
Director
Northeast Region



**COUNCILLOR
WADE MURRAY**
Director
City of Regina



**MAYOR
AL HERON**
Director
West Central Region



**COUNCILLOR
MIKE O'DONNELL**
Director
City of Regina



**COUNCILLOR
TED ZURAKOWSKI**
Director
City of Prince Albert



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



**COUNCILLOR
TIFFANY PAULSEN**
Director
City of Saskatoon



**MAYOR
MIKE STRACHAN**
Director
Southeast Region



**MAYOR
BARRY RUDD**
Director
Southwest Region

SUNCORP VALUATIONS

Our Business is Value.



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

HOW SUNCORP CAN HELP

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

HELP PREVENT A LOSS IN THE FIRST PLACE

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

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

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

For more information on our services please contact us.

CALL TOLL FREE: 1-800-764-4454

For more information please visit our website: www.suncorpvaluations.com





HEALTH AND SAFETY IS A PRIORITY

Laurent Mougeot, Chief Executive Officer

On June 12, 2014, SUMA signed the Saskatchewan Health and Safety Leadership Charter on behalf of our members. As such, the association subscribes to the following principles, which should be the foundation of all municipal work sites:

- Nothing is more important than the health, safety and wellbeing of employees, contractors, clients, customers, visitors, and – whenever possible – the surrounding community.
- Health and safety must be integrated into our business strategies, processes and performance measures, and we should all recognize that good health and safety performance supports good results.
- Eliminating, minimizing, and controlling hazards can effectively manage health and safety risks.
- Continuous health and safety improvement must be an ongoing goal. Strong leadership and dedicated internal resources are the best way to make this happen.
- Municipal corporations must provide an environment that enables all employees to participate and collaborate to develop, promote, and improve health and safety at work.
- Extending health and safety efforts beyond the workplace is a worthwhile

practice, and should be encouraged. Municipalities should also recognize and support related initiatives within their community.

- Where the opportunity comes up, employers should engage with their local health and safety leadership learning community. Share information and best practices as you strive to improve your own health and safety strategies and performance.

Why would SUMA make this commitment by signing a charter that is really intended to improve the health and safety of municipal employees and residents?

The fact is, municipalities deliver one of the broadest and most diverse lists of services you will find among employers anywhere in the world. Our civic employees suppress fires and attend to major emergencies, process drinking water, clean sewage collection systems, diffuse domestic disputes and investigate gang-related crimes, work on major roadways, oversee public swimming and operate a number of other programs where risks need to be constantly managed.

The routine nature of what municipalities do can often lead to serious injuries, and sometimes heartbreaking fatalities. In the past 10 years, 37 civic employees did not return

to their loved ones at the end of their work shift; 21 of these deaths were caused by exposure to chemicals, including inhalation of toxic gas.

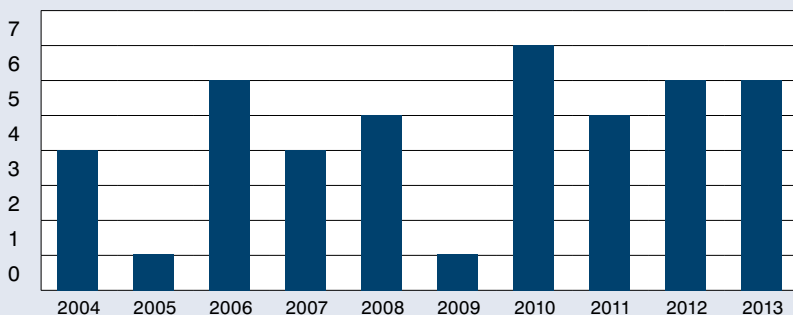
SUMAssure, the municipal insurance corporation servicing more than 170 urban municipalities in the province recently conducted risk assessment audits at facilities in mid-size municipalities. Guess what one of the most common risks was? Yes, you got it: chlorine rooms, and chemical storage and handling deficiencies.

When the provincial legislation mandated safety plans in all workplaces in 1996, I had just started as Director of Human Resources and Corporate Communications with the City of Prince Albert. Managers created standard procedures, trained employees, and did workplace audits. While the process demanded a realignment of our resources, it was all worthwhile. As we said back then, ‘the biggest reasons to commit to workplace safety are the little ones: our kids!’

The lasting impact of these deaths – in the workplace, at home, and in our communities – is impossible to comprehend. Kids have lost their mom or dad; communities are mourning their hockey coach or the local skating instructor; spouses are adjusting to the sad reality of having lost their soul mates. Clearly, with proper procedures and safety plans in place, many of these tragic incidents could have been avoided. Death by chemical exposure is just one example of how much more needs to be done to provide a safe work environment. ■

Laurent Mougeot is the CEO at SUMA and is also an advisory member of the Saskatchewan Occupational Health and Safety Council and a former instructor at the National Emergency Management College.

2004-2013 Fatalities Saskatchewan Municipal Sector



WHERE ENERGY MEETS SAFETY

 GLOBAL100

We support the people who keep our communities safe.

Our Safe Community program provides firefighters, police departments and other first responders with funding for everything from equipment to training. The program gives the men and women who protect us the support they need to ensure the safety and wellbeing of our communities, now and into the future.

Enbridge delivers more than the energy you count on. We deliver on our promise to help make communities better places to live. It's part of the reason we were named one of the Global 100 Most Sustainable Corporations in the World.

[FIND OUT MORE](#)

[Enbridge.com/InYourCommunity](https://www.enbridge.com/InYourCommunity)

 **ENBRIDGE**
Where energy meets people[®]

LET US BE A PART OF YOUR TEAM



EXCEPTIONAL PRODUCTS DESERVE EXCEPTIONAL SERVICE.

That's why we've put together TotalCare, an integrated portfolio of services that will keep your water and wastewater transport and treatment equipment running at its best.

Implementing TotalCare gives you access to global expertise, delivered by local presence. Xylem is a trustworthy partner that ensures secure, optimal operations, a controlled budget and more than anything, peace of mind.

Xylem service for Xylem products: because no one knows your equipment like we do. What can Xylem do for you?



WEDECO



SANITAIRE



xylemwatersolutions.com/ca
1.800.588.7867 (PUMP)

xylem
Let's Solve Water

LAW **SKILLS** **DIVERSITY** **ORGANIZATION**
OBJECTIVES **MANAGEMENT** **TRANSPARENCY** **POLICY**
GOVERNANCE & **RULES** **INTEGRITY**
RISK MANAGEMENT

plus

HONESTY **TRAINING** **BEHAVIOR**
TRAINING **QUALIFICATIONS** **PROFESSIONAL**
WORK **RESPECT** **HUMAN** **SKILLS** **DEVELOPMENT**
JOB **RESOURCES** **CAREER** **INDIVIDUALS**

The CAO-Council Interface: A critical 'linchpin' 14
 Mayors Primed for 2014 Summer School 16
 Enterprise Risk Management in the Public Sector 18
 Innovative, Proactive, Vigilant: Governance at SaskPower 20
 Sharing Staff, Saving Money, Building Relationships 22
 Effective Performance Management for CAOs 24
 Hiring Municipal Executives Not for the Faint of Heart 27

The CAO-Council Interface: A critical ‘linchpin’

George Cuff, FCMC

Each municipal council should be advised by one person, who should be delegated authority over the administrative organization. While that is admittedly a sweeping statement, it is nonetheless an accurate portrayal of a very healthy system. The chief officer for the administration (usually called the CAO – Chief Administrative Officer – or simply administrator) should be viewed as council’s ‘go-to person.’

Multitude of roles

The CAO’s work is multi-faceted and includes responsibility for all aspects of the administration: advising the mayor and members of council; ensuring a focus on quality customer service; supporting and coaching team members; ensuring sound policies are developed; establishing the necessary supporting procedures to approve council policies; participating as a member of the senior management team; supporting effective administration; and working collegially with the mayor.

Building quality relationships

As I view it, a CAO’s ability to carry out these roles depends in large measure on his ability to build relationships with those in the organization (particularly at the senior level) and to develop a strong relationship with council. This is generally a function of his ability to regularly and comprehensively advise council, so they can develop a high degree of confidence in his abilities.

This confidence is an elusive factor and one that dominates the life of each and every CAO across Canada. Indeed, every CAO I have ever worked with has commented on the absolute necessity of building a high level of confidence with the mayor and councilors in order to make the system work as intended.

Importance of confidence

There are various reasons we place such a strong emphasis on relationship and confidence building. First, the decisions of the governing body are often based on their confidence in the advice provided by their administration. Where there is a substantial degree of confidence, council will presumably accept the advice and provide their approval by way of resolution, policy or bylaw. This is not to say that there will not be suggestions for change or amendment, or questions around the options presented. There is not, however, any likelihood of handwringing over the *what ifs* after the meeting. If council feels confident it has received all of the salient and available information, its decisions, regardless of their popularity, are likely sustainable.

Second, council’s decisions – based on the advice of its CAO – are assumed to be relatively ‘high level’ and of substantive impact on the delivery of local government services or the resolution of issues. As a result, the CAO’s advice must be presented in an honest, comprehensive, and straightforward manner without reference to the potential political fallout. In my view, it is a legitimate political concern, but not for the administration to have on its radar.

Council members should be able to receive the reports and advice of the CAO with complete confidence. These reports have been prepared thoroughly and professionally. While the

recommendations could be challenged, the reports themselves are still credible.

Both council and the CAO will recognize that a perception that decisions have been mishandled, or with less than complete objectivity and professionalism, may negatively affect the community. Such decisions may become the matter of lawsuits if not carefully managed. This may cost the community financially and may negatively impact the its reputation if it is found that council acted without taking all the steps that would be considered by peers in similar circumstances as reasonable and logical.

The spill-down effect

Third, the role and performance of the CAO can affect council’s perception of its complete administration, particularly those at the senior-management level. If the relationship between council and the CAO is one based on trust and respect, a similar degree of confidence in the work and reports of other members of the senior management team is more likely. If there is a lack of trust then it might be expected that members of council will begin to bypass the CAO and deal directly with the other senior managers.

If council has confidence in the CAO’s ability to make quality decisions, this transfers as well to her ability to recruit top quality people for senior level positions and to make prudent decisions relative to their hiring or dismissal. Hiring the top managers (department heads) ought to be the purview of the CAO. She has to work with these people day in and day out. Their ability will reflect on the recruiting skills and talent finding acumen of the CAO. While council members may have some experience in such matters, any CAO worth her salt should be anxious to take on this task without political involvement. Unheard of, you say? Not true. Most communities today rely on their CAO to make hiring and termination decisions.

One employee

Many jurisdictions across Canada recognize the value of considering council a one-employee organization. This model requires the CAO to vet, approve and sign off on advice to council, and any direction to the administration either flowing through the CAO or being subject to the CAO’s approval.

Another significant role played by the CAO is that of the administrative team leader responsible for organizing and building the skills and abilities necessary to discharge the functions of a community. Accordingly, he is also responsible for ensuring there is a strong focus on quality customer service using a team approach. This requires training and coaching senior staff in what the municipality regards as quality service.

Further, the leadership must not only encourage all members of the administration to pursue service excellence; the CAO and her team must ‘walk the talk’ such that those following can model their performance and attitude in terms of what they see on a daily basis in the lives and management styles of the CAO and her subordinates.

Collaborative approach

A part of this responsibility is to build into the direct reports, and through them to the rest of the administration, the type of suc-

cesses that are possible through collaborative efforts. This is never accomplished at once or through an individual effort, but over the course of time and through the combined efforts of all senior team members.

The CAO also has a delicate balance to maintain in terms of his leadership at the table. He needs to be seen as “in charge” without using the powers attached to the role in such a way as to intimidate his colleagues. His role as meeting chair is to guide discussions, solicit solutions to issues, encourage respect for council, and plan administrative response to council’s leadership (as expressed through council’s resolutions, budget, and strategic plan). If the message is one of empowerment and support for a collegial approach, then unilateral decisions should be minimal.

Council also needs to have confidence that its decisions are going to be carried out by the administration soon as realistically possible after the council meeting. Thus, regardless of the advice of the CAO and administration being deemed acceptable or not, council’s decision defines the resulting action. The CAO is responsible for ensuring that the decisions of council are implemented as quickly as possible after the motion.

What if the reality proves otherwise?

I accept that it is possible that a council can be served by someone who lacks professionalism, plays silly games,

is caught up in power, listens only to the mayor, abuses senior and junior staff, has an anger (or substance abuse or pornography) problem, etc. All of these situations have happened. None of them are reasons to abandon the notion that a solid administrator with considerable authority is the way to go. Council just has to make better choices and get the recruitment right at the outset. Find the best person available after a thorough (and preferably independent) executive search process.

Don’t settle

Do not settle for a warm body or someone local who has managed the hardware store but knows nothing about municipal management. The role of a CAO is critical to the success not only of your council but, more importantly, your community. Can you afford to do less? ■

George B Cuff, FCMC is a recognized name in local government across Canada. He has authored well over 300 articles and five books with book number six being published very soon through *Municipal World*. The proceeds of his writing and recently produced video series go to support a children’s camp in northwestern Romania. He can be reached at george@georgecuff.com.

Enjoy Cultural Activity in Saskatchewan!

Join the movement...

culture days

CREATE, PARTICIPATE & CELEBRATE
September 26, 27 & 28, 2014

Check www.culturedays.ca for details.

SaskCulture
FUNDING PROVIDED BY SASKATCHEWAN LOTTERIES

Stay connected with SaskCulture online:
 f /SaskCulture @SaskCulture

Storytelling Choral Archaeology Diversity Theatre
 Playwriting Craftmaking Band Gen Writing Folk
 First Nations Culture Anti-Racism Awareness Souc ding Langua
 Education Built Heritage Filmmaking Métis Heritage De k Publish
 Festivals Languages Folklore Songwriting Elocution Playwright

Your ideal supplier awaits

■ **2014 Business Opportunity Expo**

Talk with business suppliers who could meet your goods and services needs.

Register for a booth today and tell them how they can become your next supplier of choice.

November 25
 9 a.m. to 3 p.m.
 TCU Place
 Saskatoon, SK

sasktenders.ca Saskatchewan

Mayors Primed for 2014 Summer School

Terry Ross, Managing Editor

On the eve of the 2014 Mayors Summer School, *Urban Voice* polled a handful of mayors who attended the event in 2013 and who have signed up for a second go-around this year and asked them what enticed them back.

Bruce Voldeng, Town of Aberdeen

It worked out so well for me last year, I thought it certainly couldn't hurt attending for a second time. Last year, it was very well organized and well promoted. Not to sound elitist, but the position of mayor is certainly unique and there are times when the only people that you can talk to about an issue are other mayors. I also like the idea of continual networking with those who attended the Summer School – it's like having your own peer group.

Favourite session: I found the session on how to deal with the media particularly useful, but they were all pretty pertinent.

Steve Peters, Town of Allan

It was a laid-back, casual way of delivering information to Saskatchewan's mayors. Sometimes the convention is too structured for certain topics; the way the school is set up is much more to my liking. Last year I was a new mayor and I used the opportunity to 'pick the brains' of those mayors with more experience. The post-Summer School networking is invaluable. It's interesting to see that others experience the same problems – and have come up with solutions. It saves lots of calls to the Ministry (of Government Relations). I'm really looking forward to this year's Summer School.

Favourite session: I came away from the 2013 Summer School with a much better idea of how to deal with the media and local council.

Pauline Chewka, Town of Esterhazy

I found it the most informative, most inspiring weekend I have spent in many, many years. The school was well put together and well thought out. With the freedom to talk freely due to the informative structure, I found it more effective than the annual conference. It also put into perspective all that SUMA does. I learned to appreciate the mayor's role as a filter in municipal government. I've used the email networking all year. It has been invaluable to see the common issues across cities, towns, and villages in our province.

Favourite session: I learned how to act with the media and, more importantly, how essential the media is.

Rod Gardner, Town of Kamsack

It was new, different, and innovative! As a rookie mayor, it gave me the opportunity to pick up valuable information along with important networking contacts. I think everyone was there for the right reasons. We were able to learn a lot, while having a good time. A valuable lesson I learned was the difference between policy making and administering. There is a lot happening in Kamsack these days, especially in the area of new construction (a store, gas station, firehall, adult living complex, medical clinic and more), so I could talk to those mayors who have experienced these changes in their municipalities. Many friendships grew through out of the email network – I must have sent out queries nine or 10 times. It's a great way to learn and to stay in touch with like-minded individuals.

Favourite session: I found the session on media very useful.

M.L. Whittles, Village of Kenaston

Any venue where I can learn how to do my job better, I'm all for it. As executive chair of Water Wolf, a district planning commission, I am a believer in regionalism and would like to see more on this topic. Asset management is also absolutely critical as many Saskatchewan communities are growing, but can't afford to when it comes



ASK AIRMASTER HOW TO

LIGHT UP YOUR NIGHTS!

DECORATIVE & SOLAR LIGHTING
TO COMPLIMENT YOUR
CUSTOM SIGNS.



Toll-Free: (800) 788-6805
signs@airmastersales.com
www.airmastersigns.com



to infrastructure keeping pace with the growth.

Favourite session: I found them all so fascinating!

Beverley Panas, Town of Langham

It was so nice to have other mayors to chat with who are going through the same issues as you are. Sometimes even your own councillors aren't aware of all of the duties facing the mayor. It was so comfortable being with people who understood the role. The networking aspect of the Summer School was wonderful and an excellent tool. As a result of the exchanging business cards with the other mayors, I was able to contact Mayor Dickie of Shaunavon to inquire about their experience with replacing their curling club after heavy snow on the roof forced the closure of our facility this winter. I'd like to see a session on legal issues and how small communities could have access to legal advice without a huge bill. Sometimes we have a single question on an issue that would only take a couple of minutes.

Favourite session: Without a doubt, the round table discussion was most beneficial. The up-front contact was invaluable.

Grant Martin, Village of Mankota

Last year, as a 'green' mayor, I wanted as much information as I could get from the Mayors Summer School – and it certainly met my expectations. It was marvelous. With the email networking in place, I have 43 mayors who can reply to my questions. Do you have any idea how valuable that is?

Favourite session: They were all good. I don't have one negative thing to say about any of them.

Sharon Dickie, Town of Shaunavon

Thanks to the communication level between the mayors who attended last year, the benefits were outstanding. There was a real sense of trust amongst attendees. Sometimes, the mayor's chair is a lonely place to be and the Summer School helped create a number of collegial relationships. It was an ideal setting and the personal touch brought the level of trust to a new high. As mayors, we all share a common role – talking about it and our issues can do nothing but help. The networking has been wonderful.

Favourite session: I have nothing but praise for the entire two-day event. It was one of the most beneficial educational events I've ever sat through. ■



CATTERALL & WRIGHT CONSULTING ENGINEERS

Saskatoon, SK
Tel: (306) 343-7280
Fax: (306) 956-3199
www.cwce.ca

- ◆ Water Treatment and Distribution ◆ Roadways and Transportation
- ◆ Sewage Collection and Treatment ◆ Infrastructure Planning
- ◆ Stormwater Management ◆ Land Development



SERVING SASKATCHEWAN
SINCE 1965



Sales, Rentals & Service for All Your Traffic Safety Needs!

Signs:

- Traffic Signs • Street Name Signs • Highway Signs • Construction Signs •
- Rural Address Signs • Custom Signs •

Services:

- Sign & Equipment Rentals • Work Area Protection (Set-up / Take Down) •
- Engineered Traffic Accommodation Plans •
- Traffic Control Installations •

Products:

- Traffic Control Devices
- Traffic Calming Solutions
- Solar Message Boards
- Radar Trailers
- Impact Attenuators
- Crash Barriers
- Road Markings & Equipment
- Solar Flashing Beacons & Signs
- Underground Trench Shoring
- Salt Spreaders & Ice Control
- High Visibility Safety Apparel
- & Much, Much More!!

410 Henderson Drive, Regina, SK S4N 5W9 • Toll Free: 800-214-1477 • Sales: 306-522-0511
Bay #5 825-48 St. E, Saskatoon, SK S7K 0X5 • Sales: 306-242-4407
www.AtsTrafficGroup.com • E-mail: info_sk@guardiantrafficservices.com

Enterprise Risk Management in the Public Sector

Mewael Eyob, University of Regina

In recent years, elected officials and policy makers have been looking for better ways of making informed decisions to achieve their strategic and public policy objectives, while avoiding risks (potential uncertain future events that could impact one's objective). We are witnessing a gradual transition from ad hoc traditional risk management practices to Enterprise Risk Management (ERM) in light of a constantly changing economy, uncertainty, and increased media and public scrutiny.

There are many accepted definitions of ERM. Some describe ERM as the process of planning, implementing, and controlling the activities of an organization to minimize the effects of risk on an organization's objectives, assets, capital, and earnings. Simply, ERM is a systematic approach to identifying, managing, and mitigating risk that could keep an organization from achieving its strategic objectives. Examples of risks in the public sector include: economical, policy, program, human resources, project, financial, technological, health, environmental, safety, and political.

ERM in the public sector helps elected officials and policy makers integrate public and special interest views into their policy and strategic planning. ERM also raises awareness of public officials on the risks involved in every decision, and helps them develop mitigation strategies.

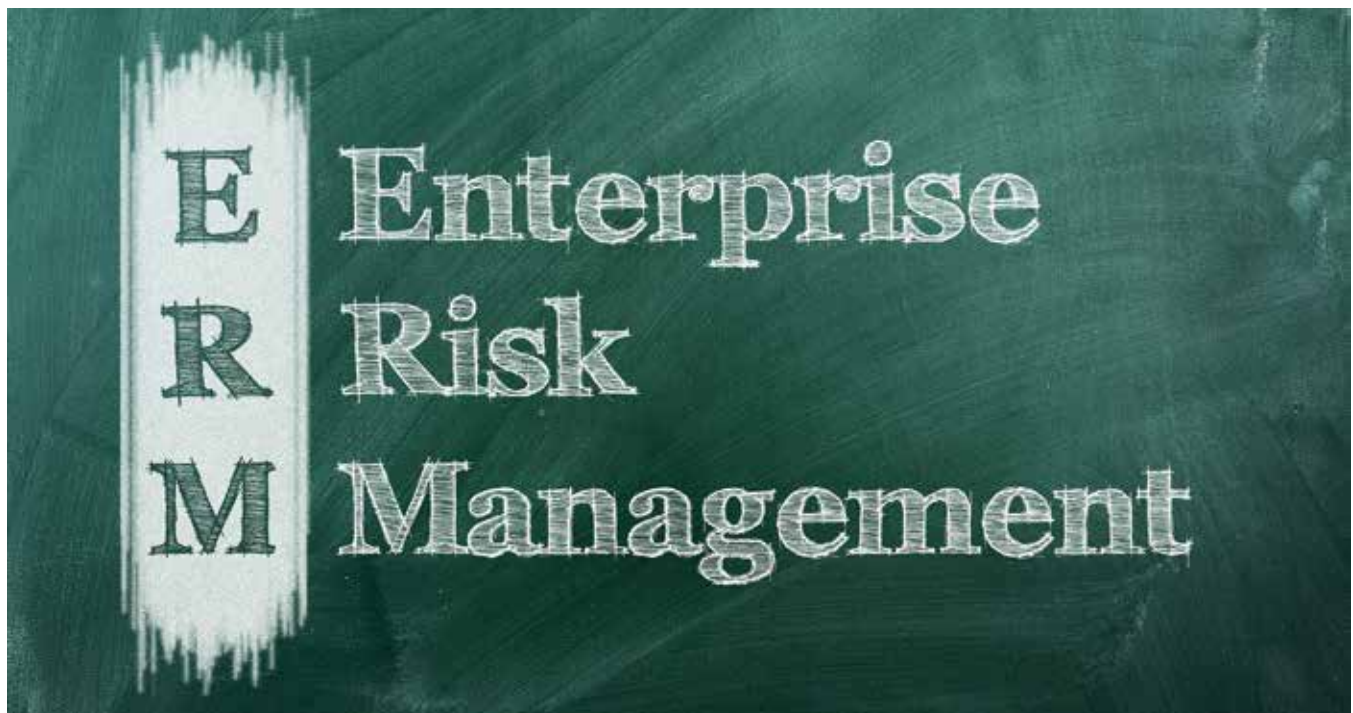
ERM has gained considerable momentum in the public sector. For example, the Government of British Columbia has adopted ERM methodology as the framework for strategic and operational decision-making. ERM was incorporated into British

Columbia's government policy on April 1, 2002. The goal of the ERM program is to achieve a risk-aware culture within BC's government and public sector, where risk management becomes part of strategic and business planning, and risk information is communicated within and outside the organization.

Effective risk governance is about appropriate risk-management practices and cascading them down to the business units. The ERM process starts at the organizational governance level by a committee of appointed or elected officials – usually called a board – that jointly oversees the strategic direction and operation of an organization. The board is responsible for creating an environment, process, and structure for risk management.

As part of oversight responsibility, the board sets expectations with senior management about regularly receiving risk information. The board depends on executive and mid-level management to identify, assess, mitigate, and communicate risks in accordance with established risk-management processes. However, the board is considered to be the key stakeholder, gathering information from external stakeholders, whose interests and perspectives are normally considered throughout strategic planning and risk assessment.

For many years, organizations have been relying on insurance and budgeting for contingency. However, this inadequate mitigation plan can leave organizations unprepared when major and unexpected incidents occur. One method of identifying risk is through scenario planning. Scenario planning



is a common methodology applied by many organizations to help executive management and the board brainstorm scenarios, incidents, or events that could keep the organization from achieving its strategic objectives. This is a collaborative process undertaken with business unit leaders to not only identify risks, but also develop effective mitigation plans.

Once you identify risks, you must assess their likelihood of occurrence and potential impact on the organization. Impact and likelihood are also criteria for assessing risks. The two criteria are determined by quantitative and/or qualitative methods. Impact can be simple to quantify (financial loss), or impractical to quantify (damage to the organization's reputation). The risk assessment is used to prioritize risks and implement the mitigation plan accordingly. Management may determine what specific measures are in place to mitigate identified risks, and develop additional measures where there are gaps.

The public sector is faced with many different types of risks that demand integrated, systematic and strategic responses. Only a few public sector bodies are able to comprehend the success of ERM and link risk-management information to organizational planning and performance management. In looking ahead, the public sector must realize linking organizational strategy with ERM is becoming increasingly crucial.

Risk management practices are an integral part of strategic, budget, and audit planning. Integrating risk management with strategic planning, balance scorecard, or other organizational plans can increase the likelihood of achieving strategic objectives and fulfilling public policy roles. The key is to ensure that risk-taking activities and risk-management practices align with the organization's objectives and public expectations, and there is balance between capitalizing on business opportunities and minimizing losses to an acceptable level. ■

Risk Categories				
Strategy	Operations	Financial	Human Resource	Technology
Risk Governance Structure		Key Risk Management Process		
Board of Directors				
Board Committee				
Senior Management and Chief Risk Officer				
Business Unit Heads				

Give us two full working days notice and we'll mark underground lines for **FREE**.

Know Before You Dig.com
or call 1-866-828-4888

SaskEnergy SaskTel SaskPower TransGas

Innovative, Proactive, Vigilant: Governance at SaskPower

SaskPower

When you think of governance, what comes to mind? It could be structures and processes, or how decisions are made. Or perhaps you think of the phrase ‘good governance.’

Governance is defined as the way a city, company, etc. is controlled by the people who run it. At SaskPower, it’s critically important. It’s important to you – the customer – and your neighbours, friends and families who also happen to be our employees.

SaskPower has had a solid governance framework in place for years. The company has a hands-on, independent board and an internal audit committee. Manuals and procedures are constantly being refined, and they are very specific to what SaskPower does, and has been doing since 1929: providing the people of Saskatchewan with reliable, affordable, sustainable electricity. We may not have shareholders, like a traditional private company, but we are responsible to the citizens of Saskatchewan.

Building public confidence is vital to our success as a company, and as a province that continues to grow. SaskPower needs to demonstrate that it’s running the business effectively and following best practices. And we do.

Innovation is key

For a long time, SaskPower has been seen as a leader when it comes to best practice. We plan on continuing to be the first out of the gate.

When it became clear that CEO and CFO certification was something that was moving to the forefront, SaskPower didn’t wait. We said, “Let’s design something for ourselves. Let’s be proactive.”

That way, when we were asked to look into this down the road, we were already there. We had already designed something that worked for us. We had charted the course and were able to share our experience and approach with other Crown corporations.

Other areas are just now starting to examine the impact of having boards of directors take a more active approach to

the business and being very hands on. This is new territory for some, but at SaskPower it has been the course of normal business for a long time.

Good governance helps power a province

Through good governance, SaskPower ensures that each and every person in Saskatchewan has the power they need, when they need it – today and in the future. We all want the lights to come on when a switch is flipped. We like to charge our cell phone and watch our favourite television show. We need power to run our hospital and schools.

The demand for electricity isn’t going away. In fact, it’s only expected to increase. SaskPower set a new all-time record December 6, 2013 when we hit 3,543 megawatts. To give you some context, one megawatt can power about 1,000 homes.

To keep up with this ever-growing demand, the company’s aging infrastructure needs to be renewed. Most of the province’s current electrical system is 30-50 years old and requires rebuilding, replacement or renewal. Aging assets are increasingly expensive to maintain and operate, and may be less efficient than newer technologies.

Today, about 40 per cent of outages are attributed to aging infrastructure.

SaskPower is committed to investing responsibly to ensure customers have the power they need for today and future generations, and has a long-term plan to spend about \$1 billion in 2014 and each year for the long term to renew and rebuild the province’s electrical system.

Investing in the future

SaskPower has an infrastructure challenge to meet, investments to make and a future to plan for.

Governance is key to gaining customer support, regardless of whether you’re a public-sector company or Crown corporation like SaskPower, a publicly traded company or a non-profit organization.

SaskPower is on the right track: we’re being vigilant and proactive. We’re always trying to anticipate what’s coming next. We don’t see a lot of changes in how we fundamentally manage governance coming down the road, but we’ll never stop being innovative. We’ll continue to watch for new trends in best practices to see what we can do better.

We owe it to you – our customers, neighbours, families and employees.

For more information on SaskPower’s programs and services, visit www.saskpower.com. ■

PrairieWild CONSULTING
 Preparing Communities for the Future

Please contact us to discuss your comprehensive community planning needs.
 306.653.2385 or 306.222.8481
prairiewildconsulting@sasktel.net
www.prairiewildconsulting.ca

We...
 are professionals in district and community-based planning.
 are experienced facilitators.
 understand Saskatchewan communities.





- SAMA has implemented a 2014-2017 funding plan that focuses on building new capacities in the assessment system by employing new technologies and improved business processes. The funding plan translates into tangible benefits for the Province and SAMA's client municipalities in the form of updated assessments and additional property tax revenues.
- As part of our funding plan, SAMA will be introducing a \$20 maintenance fee-for-service charge beginning with 2015 invoices. This fee was introduced in response to stakeholder feedback to mitigate requisition increases by having municipalities with more growth pay for a portion of the extra assessment services they need relative to similar municipalities with less growth. By implementing the fee in 2015, municipalities can adjust to the new fee by potentially building it into their existing permitting structure.
- SAMA is continually working to improve our customer service. Part of our ongoing efforts to prioritize maintenance work is to establish service charters with municipalities that detail their individual delivery needs. Contact your local SAMA office for more details or to discuss setting up a maintenance service charter.
- For more information on SAMA or Saskatchewan's assessment system, or to view individual property assessments on SAMAVIEW, please visit our website at www.sama.sk.ca.

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



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

COMMERCIAL POOL
and Recreational Products

1-888-523-9274 | www.cp-rp.com

Children ages 10 to 16 now spend,
on average, only **12.6 minutes per day**
in vigorous physical activity.



Together we can save play.



For more information please contact your local representative:



Jeff Jackson Playground Pro
Toll Free: 1-866-757-5502
email: playgroundpro@sasktel.net

4851-021041 © 2014 Playworld Systems, Inc.

FirstOnSite is dedicated to providing superior disaster restoration services to commercial property owners across Saskatchewan.

Did you know? Forty percent of businesses do not reopen after a disaster.

Ask us about our PREP Program - our partnership plan ensuring that the recovery of your business is a priority in times of crisis.

Saskatoon, Saskatchewan
103 English Crescent,
Saskatoon, SK S7K 8G4

| P | 1.306.978.6600

| F | 1.306.978.6699

firstonsite
Restoration

**CANADA'S BEST
MANAGED
COMPANIES** YOUR
PROPERTY
IS OUR
PRIORITY

www.firstonsite.ca

Sharing Staff, Saving Money, Building Relationships

Amanda Parkinson, MCDP Project Facilitator

Sharing resources and services can save money, but will also build ties between neighbors. In a 2011 article, *TIME* magazine declared collaborative consumption one of the 10 ideas that will change the world. Though this article relates more to individuals in a consumer-based economy, the benefits of sharing can be applied to municipalities. The article discusses the benefits of sharing, which requires less stuff, which is good for the planet, but the real benefit turns out to be social. Sharing allows for the re-emergence of community.

You can also see this benefit when municipalities share resources or services, particularly when sharing staff. When municipalities share human resources, it enhances communication and working relationships between

councils. Sharing staff demonstrates good governance because it shows a high level of forethought, openness, and collaboration to achieve efficient and effective service delivery to residents.

Across Saskatchewan there are examples of municipalities sharing human resources. Some commonly shared services are pest control officers, bylaw enforcement officers, administrators, and planners. The Village of Bethune and the RM of Dufferin share an administrator. The RM and the village have developed a cost-sharing agreement covering the administrator's salary and the

related costs, such as office space. The municipalities have noticed that working relationships have improved between the councils due to the administrator's knowledge of the municipalities. Information sharing is enhanced between councils because they have access to more information that helps make better-informed decisions when planning for the future.

At times, the administrator has to act as a mediator between the village and RM, which can be challenging, but ultimately it ensures that the municipalities are quicker to overcome

When municipalities share human resources, it enhances communication and working relationships between councils.



their discrepancies and remain focused on governing. Sharing the administrator may even allow for long-term cost savings, as the municipal partnership allows for a more competitive salary. This also results in the retention of a skilled and knowledgeable administrator. By sharing a staff member, municipalities create a collaborative environment with improved communication.

The Mid Sask Municipal Alliance (MSMA) is another example of municipalities sharing a human resource. The Mid Sask Municipal Alliance is a group of 13 communities that work together on issues dealing with housing, health care, education, infrastructure and planning and development. Some of the MSMA's successes include: having their Planning District approved by the Ministry of Government Relations, receiving grants for planning and economic development, and hiring a full-time planner.

Greg McGovern, the MSMA Director of Planning and Development, explains: "The member municipalities share the benefit of receiving planning-related services whenever the planner is working on a regional project that encompasses all members." The planner is also available to individual municipalities that require a specific service.

The main benefit of sharing the planner is that smaller communities have easy access to the services. Larger municipalities usually have a planner on staff because they can afford the expense and generate enough projects. Most of the MSMA members are not large enough to individually require a full-time planner, but together they can generate projects and share the costs.

Sharing a service or resource within such a large group can be tricky at times, and commitment and cooperation from all members is important.

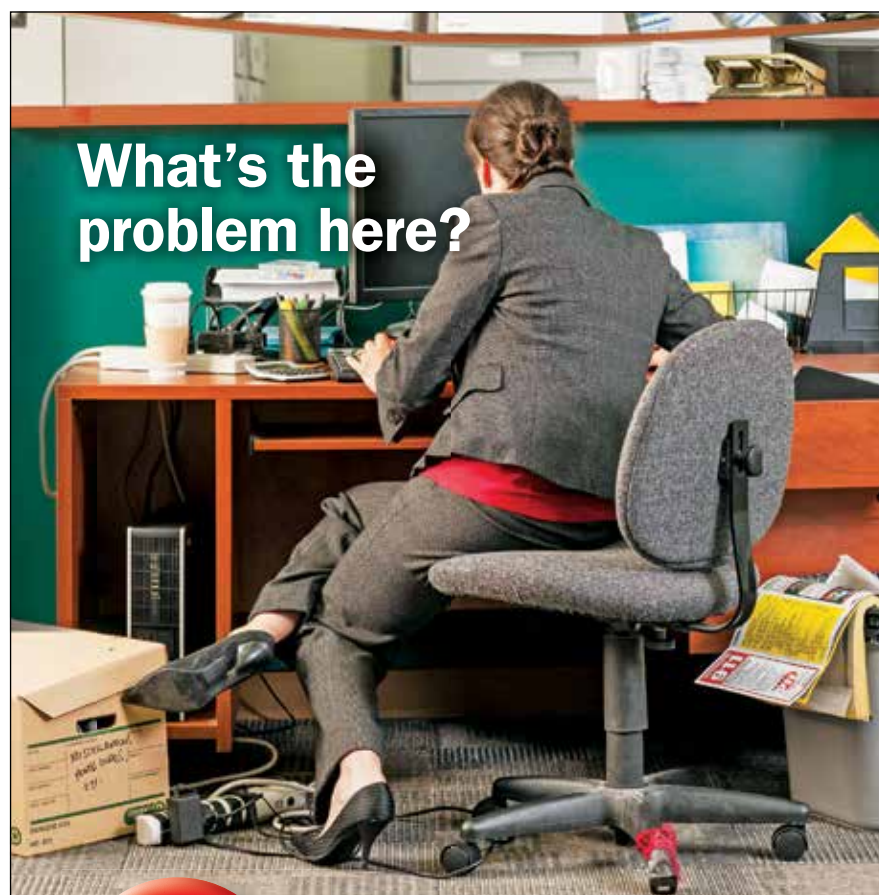
"Maintaining a planning district can be challenging if the member municipalities sense that the benefits of having a planner are unfairly distributed," says McGovern. "I think it's very important that the planner make an effort to maintain a regional focus. The members need to know that they are getting something for their membership fees. Having the planner work on regional projects is a good way for the board to maintain cohesion between members."

MSMA identified that working as a collective allowed them to gain strength

from one another for the long-term betterment of the region. This group is a great example of how inter-municipal cooperation can help small municipalities enhance and grow their communities. By working together, the members are creating a strong unified voice that attracts opportunities they may not have had access to otherwise.

If you are interested in learning more about how your municipality can share resources or services, please contact us

at the Municipal Capacity Development Program. We provide topic-specific research and facilitate inter-municipal conversations to help communities gain the momentum needed when planning for the future. We also provide free introductory presentations to show you the benefits of inter-municipal cooperation and how our services can be tailored to suit your needs. Contact us by email at info@municipalcapacity.ca or visit the website at www.municipalcapacity.ca to learn more! ■



MISSION:
ZERO

The real problem here is too many people in Saskatchewan are getting hurt on the job. We have the second worst workplace injury rate in all of Canada. What are YOU doing to prevent injuries and stay safe where you work?

Zero injuries. Zero fatalities. Zero suffering.

Did you spot the hazards?
worksafesask.ca/problem

worksafesask.ca

WorkSafe™
SASKATCHEWAN

Work to live.

Effective Performance Management for CAOs

Holly Hetherington, National Vice-President – Aplin Executive Search

Times have changed; organizations are increasingly investing in their performance feedback processes, both formal and informal. Councils cannot simply hire a CAO and think their job is done. Like any staff, CAOs need regular feedback to let them know what is going well, what isn't, and to make sure their activities and priorities continue to align with those of the municipality.

What gets measured gets managed.

The same principle applies to CAO performance. If performance management is looked upon as a journey, rather than a discrete annual event, your municipality will reap the benefits of a long-tenured and engaged CAO (and council won't see it as burdensome).

MYTHS AND MISCONCEPTIONS – WHAT PERFORMANCE MANAGEMENT SHOULDN'T BE

Event-based

The biggest problem with traditional performance appraisals is that they happen too infrequently. CAOs need and want regular feedback so a once-a-year review is not only too little, but also too late for any chance of remediation or restitution. Regular coaching is the key to alignment and calibrating performance and/or expectations. Councils should address issues when they arise, not six or 10 months later. Furthermore, best practice suggests that not more than two areas for improvement should be discussed in any one appraisal session. Therefore, by meeting more frequently, irritants can be addressed quickly – before they inhibit performance (actual or perceived).

Retrospective

That's not to say that there isn't value in an annual performance review process. However, a formal sit down should be forward looking, not merely a glance in the rearview mirror. Those backward glances are most often biased by recency effect – that is, dominated by the latest “screw-up.” If a CAO is hearing something from council for the first time during a performance appraisal, council hasn't done their job.

One-way

Effective performance reviews should allow for two-way communication. Create a safe environment for a CAO to candidly share his own views and opinions, and receive constructive feedback and/or praise and recognition.

Pay determinant

Of equal importance is to decouple the annual compensation review meeting from the annual performance review. Keep the focus of the dialogue on development and planning, and the CAO is less likely to be distracted by what this all means for her wallet.

Arduous and time-consuming

Performance management is a life cycle that starts with a carefully crafted set of expectations in the form of a CAO job description and ends with the feedback from an exiting incumbent CAO.

Performance management isn't just about doing formal quarterly, mid-year, and/or annual evaluations. It goes beyond formal appraisals, provides coaching on an ongoing basis to keep communication channels open, and ultimately creates a feedback-rich culture. Council members should be meeting informally with their CAOs on a regular basis to provide feedback and address issues. Applied properly, a performance management program encompasses all activities related to increasing effectiveness: planning, monitoring, evaluating, rewarding, developing, and engaging.

CREATING A SOLID PERFORMANCE MANAGEMENT PROGRAM

A solid performance management program has three key elements:

1. A simple means to track progress towards goals and performance objectives, usually tracked by the CAO.
2. Frequent informal ‘checking-in’ sessions, at least monthly.
3. Future-focused formal feedback, at least annually.

Build on these elements to customize the program to your municipality's goals

and values. The regular informal chats will actually reduce the amount of work and effort needed to prepare for the formal annual appraisal session, and the level of effort required to retain and develop your CAO.

CAOs who take responsibility for tracking their own performance and are effectively appraised feel more engaged with their council and have a heightened sense of accountability for producing the expected results. After all, some Council members may only have opportunity to see the CAO in action once a month, so data collection closest to the source (by the CAO) makes sense. Self-aware CAOs have a good idea of their own strengths and weaknesses – give them the opportunity to share it.

The annual appraisal starts with the CAO presenting data to council on a predetermined set of performance indicators, followed by a dialogue about expectations, and a comparison of the CAOs own self-assessment to one completed by Council. An objectively applied rating system helps to establish expectations and set standards of performance.

THE FORMAL REVIEW

An effective performance management program evaluates CAOs on traits, behaviours, and goals using a rating scale and examples. The performance management document should reflect the position description. From there, it should set out objectives that closely reflect and support the objectives of council and are agreed upon by the CAO as being reasonable and achievable. Next, it should allow for input from everyone on council. Lastly, the results should provide the first step in setting performance goals for the CAO for the next review period and, from there, develop an action plan. Be sure both parties sign the review and each keep a copy.

SUMMARY

Today's CAOs expect to be held accountable for outcomes – but they also expect candor, respect, trust, openness,

and no surprises. The value of a well-thought-out system of performance management lies more in the process than the outcome. In many cases, a shift from 'evaluation' to 'development and performance improvement' will drive appreciable results.

A solid performance management program will look different for every municipality because it should be designed to reflect your municipality's uniqueness and goals. Customize at will, but build on the foundation of a method for tracking performance, informal

feedback, and formal appraisals. Use ratings when appropriate, but do so intelligently, and remember that coaching and communication are the single most significant factors in enhancing retention and development in your CAO. ■

Sample CAO Performance Review document

Instructions: Rank answers from 0-5:

0 – Don't know

1 – Falls short of requirements

2 – Improving towards requirements

3 – Meets requirements

4 – Performing beyond basic requirements

5 – Exceptional

Note: This document will also be available on the SUMA website in the *Urban Voice* archives.

COUNCIL RELATIONS	
Acts on Council's motions and direction in a timely manner.	0 1 2 3 4 5
Facilitates the orientation and effectiveness of councillors.	0 1 2 3 4 5
Examples:	
EXTERNAL RELATIONS	
Serves as chief spokesperson, communicating effectively with all stakeholders.	0 1 2 3 4 5
Appropriately represents the municipality and council in the community.	0 1 2 3 4 5
Examples:	
CUSTOMER IMPACT	
Ensure that the ratepayers perceive the council and the municipality in a positive light.	0 1 2 3 4 5
Ensure that the municipality retains appropriate ratepayer engagement.	0 1 2 3 4 5
Examples:	
ORGANIZATIONAL PERFORMANCE	
Leads the municipality and articulates a clear plan for the municipality that reflects council's vision, mission and strategic plan, and is well understood, widely supported, consistently applied and effectively implemented.	0 1 2 3 4 5
Ensures the municipality meets or exceeds the financial and operating performance goals as set out in the annual plan.	0 1 2 3 4 5
Examples:	
ORGANIZATIONAL EFFECTIVENESS	
Effectively attracts, retains, motivates, and leads an effective team capable of achieving the municipal objectives.	0 1 2 3 4 5
Ensures staff succession, including long-term development of candidates for the CAO position.	0 1 2 3 4 5
Examples:	
LEADERSHIP EFFECTIVENESS	
Exercises good judgment in dealing with major issues.	0 1 2 3 4 5
Demonstrates a clear understanding of the local, regional, provincial, national, and global issues affecting the community.	0 1 2 3 4 5
Examples:	
OBJECTIVES (These should be developed by the CAO and reviewed with the mayor and council).	
Key Objectives	Results

Employment Law and Wrongful Dismissal

By Orvel L. Currie, Municipal Team Leader, D'Arcy & Deacon LLP

It is never comfortable dismissing an employee. In the last two decades, courts have been moving towards a protocol for the dismissal of an employee. Failure to follow this protocol may result in untoward consequences, such as a finding by a court that the employee has been wrongfully dismissed and the awarding of a judgment paying the employee's wages for a reasonable notice period. In some cases, this notice period may be extended and/or additional damages awarded where the circumstances of the dismissal are viewed by the court as either egregious, without merit and/or completed in a manner which was disrespectful to the employee. Municipalities have the potential for four categories of employees. It is important to understand the context of the employment relationship which applies to each category. There are standard practices that apply to all employees, and then special rules/law which may apply to each category of employee. The four general classes of employees are: Chief Administrative Officer, which is a position appointed by council and is a managerial position. Department heads (potential managerial positions) are generally employment positions with the municipality governed by the standard employment law codes/common law of the Province, or in some cases where they are union employees, a union contract. Special rules may apply to these employees.

General employees are either under standard employment law codes/common law or governed by a union contract. Finally, contract employees are employed by way of a term agreement for a specified time period. This article will address a standard of practice applicable to all categories of employees when considering a termination of employment. However, in the consideration of a dismissal of an employee, the type of employment relationship (union verses employment law) determines the appropriate course of action following the decision to terminate. The protocol the court requires does not prevent a dismissal where the employer has acted appropriately by utilizing best practices. To properly analyze a situation, an employer should know the conditions of employee behavior deemed unacceptable whereby termination is justified. The first and most common reason for termination is employee performance problems. The most basic and best employer practice is to have regular employee performance evaluations completed on each employee. The performance appraisal/evaluation should be thought out very carefully. It is important to properly set out the criteria for evaluating the employee's performance. For example, an employer who records many of an employee's skills as excellent in an effort to boost the employee's moral – when in fact the employee's skills are more appropriately

recorded as adequate, will be a source of significant concern when looking at a termination. Performance appraisals/evaluations should also be used where a performance problem is encountered. The performance appraisal can be used to document performance discussions and other sources of concern such as disobedience, insolence (challenging language, offensive language, criticizing operations), breaching employer's policies, absenteeism, lateness, leaving work without permission, physical fights, uncooperative behavior, and participation in harassment of other employees. In many cases, the most significant evidence supporting termination is an employer's file which records the incidents of employee misconduct and reprimand. As an employer, it is difficult to be the "bad" person and record every incident where an employee fails to meet expectations. It is, however, very important the employer record these incidents, and where appropriate, do a performance appraisal. The employer has to act prudently in a dismissal event and D'Arcy & Deacon LLP has significant experience in guiding employers through employee performance evaluations and providing legal advice on termination, if warranted. In addition, we can advise on what to consider in employee performance appraisals, and what could constitute a defence to a wrongful dismissal claim.

Our Municipal Team works closely with our municipal client when a Council or Chief Administrative Officer decides to terminate a municipal employee. We are able to advise the municipal client on issues such as reasonable notice, severance, applicable employment law provisions and legal ramifications. Our firm has extensive experience dealing with labour relations including working with unions and negotiating collective agreements including first collective agreements. We have a lengthy history of leadership in government relations and broad ranging experience working with all levels of Canadian government throughout western Canada including municipal, regional, provincial and federal. We regularly advise governments, quasi-municipal entities, associations, businesses and individuals on public policy issues and assist them in effective and timely dealings through regulatory matters. Given our Municipal Teams extensive experience across Canada, we are able to bring the most innovating thinking to municipal practice areas including employment law, development law, commercial transactions, energy, environmental, international agreements, technology, regulatory control and real property taxation in order to provide full government relations advocacy and legal services.

D

D'ARCY & DEACON LLP

**Good law firms will meet the needs of their clients;
Great law firms will create opportunity for their clients.**

Winnipeg

2200 - One Lombard Place
Winnipeg, MB. R3B 0X7

Municipal law is our business.

Calgary

310, 525 - 11 Ave. SW
Calgary, AB. T2C 0R9

Contact our Municipal Team at (855) 656-1495, (204) 480-6610 or Orvel L. Currie directly at (403) 541-5287 or (204) 957-6401, via email to municipal@darcydeacon.com or visit us on-line at www.darcydeacon.com.

Hiring Municipal Executives Not for the Faint of Heart

Terry Ross, Managing Editor

The responsibility of filling senior municipal positions such as City Manager/CAO, Police Chief, Fire Chief and so on ultimately rests with council led by the mayor. The task is not an easy one and the final decision may have repercussions for years.

Over the past year or two, a number of Saskatchewan mayors and their councils have gone through this experience. Let's see what they have to say on the process and what tips they can offer fellow mayors who may have to go through the exercise in the future.

Mayor Malcolm Eaton, City of Humboldt (and SUMA Vice-President – Cities)

Humboldt's new city manager, **Roy Hardy**, started in his new position on June 1, so the hiring process is still fresh in the mind of Mayor Malcolm Eaton. "Our previous city manager, **James Moller**, had only been with us for three years, so a few of us on council had been through this process before," said Eaton. "Having said that, we knew this was a very important decision as our city is growing at a phenomenal

rate, which has created a lot of change within the organization. We felt it was paramount that we hire someone with experience in managing a city our size that is in growth mode.

"Due to the severity of the situation, we hired consultants Advoco Consulting out of Regina, led by **Keith Schneider** (formerly with the province and once an executive director of SUMA) and **Ron Hilton** (a former city manager, who also had a previous relationship with Humboldt). Their support and assistance was invaluable. They helped us establish



clearly what we were looking for in the winning candidate (experience). They took the leading in advertising the position, shortlisting applicants and the interview process.

“Council members weren’t in a rush. We wanted to take our time and do things the right way in order to get the right person. The hiring process took between four and five months and it was probably closer to seven months by the time Roy started in the position.

“Roy Hardy came to us from South Huron, Ontario, where he was CAO. He hit the ground running in Humboldt. Council gave him a few areas on which to focus including infrastructure projects and hiring a financial officer. He will report to us on his progress at the next council meeting.”

**Mayor Ian Hamilton,
City of North Battleford**

At the end of 2013, North Battleford hired a new city manager, **Jim Puffalt**, who started his duties on January 27, 2014. His predecessor, **Jim Toye**, announced in the fall he was leaving for a position in Prince Albert.

Mayor Hamilton recalled, “Council experienced a lot of angst in the beginning because it was a bit of a shock. However, we banded together, determined to do what was right for the city and its citizens. In the end, things went pretty smoothly.

“We leaned on the city’s HR

department for assistance, but council was adamant that it wanted to assume the responsibility of finding the right person.

“On the first day we posted the position, we received responses. It was very competitive. We narrowed the numerous applicants – many of whom were excellent – down to four, and interviewed these candidates. A couple of those candidates who didn’t get the position may, in fact, be in line for other positions within the city within the next few months.

“With its size (population: 12,000), North Battleford is in a good position to attract talented municipal executives who want to move ‘up’ from their smaller municipalities. That is how we attracted Jim Toye originally – he came to us from Kindersley. Jim Puffalt has excellent experience in the municipal field. This is like a homecoming for him as he was once town administrator in nearby Wilkie for four years.”

Mayor Deb Higgins, City of Moose Jaw

In and around the summer of 2013, Moose Jaw had to replace its police chief, fire chief, director of engineering and city manager. For the director of engineering position, council and Mayor Deb Higgins relied on headhunting firm Ravenhill for direction.

Satisfied with their previous experience, when it came to the city manager’s post, they decided to go back

to Ravenhill. “This is a major position,” said Mayor Higgins, “and I can’t imagine going through the process of filling it without professional assistance.

“To kick the process off, Ravenhill interviewed all six councillors and me as to what type of candidate we felt was needed for the position of city manager. This interview process was very helpful as it involved everyone, got us into the HR ‘mindset’ and helped crystallize our thoughts on the position. It also put us at arms-length with candidates with Ravenhill taking the lead, which I feel was healthy.

“We had a good number of applicants and narrowed the list down to 10. Many applicants were from Saskatchewan natives living out of province wanting to return. We shortlisted the remaining applicants down to five, and interviewed each of them. During the interviews, we used a questionnaire designed by Ravenhill. I can’t say enough about Ravenhill and the hiring process. Council and I felt we all had input and we knew where we were going each step of the way.

“In the end, we hired **Matt Noble** on August 21, 2013 (he started officially on October 1). He came to us from Merrit, British Columbia. Previously, he had been with the City of Swift Current for nine years, and he wanted to return to our province. We like to call that, ‘Seeing the light.’ We are very happy with Matt. He was definitely the right person for the job.”

Viking Cives Ltd.

CUBEX®

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

Cubex Municipal Regina, SK, 1.204.336.0008

**Mayor Ron Osika,
Town of Fort Qu'Appelle (and SUMA
Director – Central Region)**

Last fall, Fort Qu'Appelle's CAO **Darrell Webster** decided to move on. According to Mayor Osika, what could have been a problem wasn't a problem at all. "It was the ideal situation for everyone," he stated. "We had a succession plan in place and it worked out beautifully.

"A couple of years ago, the town hired a young lady as an assistant. She spent the subsequent two years obtaining her certification and, when we needed a new CAO, **Kelly Schill** was already on the payroll. While she had limited experience, she knew the job and was more than willing to accept the challenge and responsibility. While we had lots of applications, we felt Kelly was the one.

"We named her acting CAO for the rest of 2013 just to make sure the position was a good fit for everybody involved. Early this year, we made Kelly our full-time CAO. We are very, very happy with our decision. We are especially impressed with Kelly's conscientiousness.

"We were lucky to have Kelly on the team when the CAO need arose. I feel badly for smaller municipalities that have to fill the CAO's position and aren't fortunate enough to be in a position like we were in – having a talented local willing to step into the breach. It's not an easy task to attract viable candidates to a small-town post."

**Mayor Sheryl Spence,
City of Warman**

One of the first major tasks for the council of Saskatchewan's newest city (incorporated on October 27, 2012) was finding a new city manager last fall. Mayor Spence said, "Council initially consulted with the province. We then placed ads in various venues. We received quite a few applications, many without the required experience but from quality individuals. We felt it was very important to get an experience individual to handle our city's incredible growth spurt it is experiencing now and into the future. Warman is only 20 km north of Saskatoon, and new and prospective residents enjoy the best of both worlds – a slower pace with proximity to the 'big city.'

"While council members have had some experience in the area of HR, we were novices for the most part. We were prepared for a long process, but in the end it only took a couple of months to find **Stanley Westby**, who we hired from British Columbia.

"We went through the applications to develop a shortlist. We then conducted interviews via Skype with these individuals. We whittled the list down further to six candidates and brought

them in for in-person interviews. The process was challenging, but it went fairly smoothly.

"We were able to offer Stanley a competitive salary and a comprehensive wellness program that we provide all city employees. He started with us in December and we are very happy with his work in a very busy position (the City of Warman's municipal employee numbers have increased from 20 in 2006 to 57 in 2014)." ■

Snowolutions

AUTHORIZED SALES/SERVICE CENTRES:

THUNDER BAY:
807-577-5724
1-800-465-5044

WINNIPEG:
204-632-8269
1-800-282-8044

REGINA:
306-757-5606
1-800-552-8044

SASKATOON:
306-242-3465
1-800-772-4599

CALGARY:
403-236-5502
1-800-661-3126

RED DEER:
403-343-1383
1-866-297-0022

EDMONTON:
780-454-4880
1-800-663-9366

LANGLEY:
604-888-5522
1-800-663-4115

EMAIL:
truckequip@fgilt.ca

www.fgilt.com

FGI
FORT GALT INDUSTRIES

We are proud to hold and promote the use of the National Safety Mark. This mark is your assurance that our completed vehicles conform to all Canadian Motor Vehicle Safety Standards.

WAS MONEY THE MOTIVE?

AVOIDING CONFLICT OF INTEREST

Steven Dribnenki, Policy and Legal Advisor – SUMA

Avoiding conflicts of interest are fundamental to a municipal council maintaining the confidence of its community. Here is a general explanation of municipal conflict of interest law in Saskatchewan and tips on how council members can avoid conflicts.

First, be informed. At the most basic level, municipal conflict of interest law all comes to this: does it look like you – or someone close to you – could make or lose money as the result of a council decision? If so, you could be in a conflict of interest.

The key conflicts of interest provisions are listed in the “pecuniary interests” sections in municipal legislation and case law. Pecuniary essentially means financial. The conflict of interests to be avoided is between the member’s obligation to serve in the public interest and the member’s personal financial interest: are you making the decision for the good of the community, or for your own good?

In general, a member has a financial interest in a council decision if:

- you or someone in your family (spouse, parent, or child) has a controlling interest (owning or controlling more than 25 per cent of the voting rights) or is a director or senior officer of a corporation that could make or lose money as a result of the decision; or
- you or someone closely connected to you (agent, business partner, family member or employer) could make or lose money as a result of the decision.

However, not all decisions that carry a financial impact are a conflict of interest; governing would become impossible. Legislation and case law provide certain specified exceptions.

An example of an exception to pecuniary interest is decisions in which the member is part of a “community of interest” such as being a voter, taxpayer, or utility customer.

In *Suirko v Candle Lake*, 2006 SKQB 421, the court dismissed an application to set aside a bylaw granting tax exemptions for 31 lots. The bylaw was challenged on the basis that the mayor had purchased a lot before the exemption was enacted. The court stated that the mayor’s pecuniary interest arose only as he was a taxpayer and part of the community of interest as one of several lot owners.

Another exception is if the interest is too remote or insignificant. In *Duncan v Thurlow*, 2012 SKQB 179, the court dismissed an application to remove a councillor who participated in a discussion about offering land to certain landowners (of which she was one) whose land was adjacent to the offered land. The court stated that the councillor had no pecuniary interest as the evidence indicated the offered land was valueless.

Second, be diligent. It is your duty to determine whether a conflict of interest arises. Council members in some communities are required by legislation or bylaw to submit a public disclosure document. Even if you are not required to do so, consider making a list of the employment, financial, and business interests that you and those close to you have. Be aware of any new conflict that might arise such as changes in employment or business acquisitions.

If, at any point, you are worried you might be in a conflict position, take the view that you probably are. Identify potential issues and consider discussing them with your fellow members and administrator. If you believe you are in a conflict position, here’s what you should do at every council meeting:

1. When the matter comes up, declare that you have a pecuniary interest (details are unnecessary) and leave the room before discussion on the matter begins.



2. Return to the meeting after discussion and any voting on the matter is concluded.
3. Refrain from discussing the matter during any meeting or with other members before, during, or after the meeting until a final decision is reached by council.
4. Advise the administrator of the conflict before the meeting and ensure your declaration and absence is accurately recorded in the minutes after the meeting.

An example of successfully dealing with a conflict is shown in *Peasley v Westerhaug*, 1998 CanLII 13783 (SK QB). In *Peasley*, the court dismissed an application against a councillor for failure to declare a financial interest. The councillor had a company which was contracted to provide transit services for Yorkton. Whenever transit matters were discussed, he would declare his interest and leave meetings, and he did not attempt to influence other members. He did not participate in matters with respect to transit service until the city decided to operate its own transit system and not to renew a contract with his company.

If a member is usually diligent but makes an error, the defence of honest mistake or inadvertence may arise. In *Duncan*, the court held that the councillor voted during the first meeting inadvertently as she did not vote at the third and fourth meetings, including on the final decision on the matter, and that she had no intent to deceive council as it was known she was one of the landowners.

When it comes to conflicts of interest, be aware and be prepared. Your community will be the *richer for it*.

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.

You can read more on conflict of interest in The Municipalities Act, sections 141 to 146, The Cities Act

sections 114 to 119, and The Northern Municipalities Act, 2010 sections 159 to 164. The acts are available online. You may also want to reference the Conflict of Interest (Pecuniary Interest) Guidelines and Municipal Council Member's

Handbook from the Saskatchewan Ministry of Government Relations Municipal Relations Branch. These very helpful documents are also available online. Special thanks to Neil Robertson, QC, and his paper on conflict of interest. ■



*blending nature
and nurture*



Our Rootz Series brings together nature-inspired elements with play structures that feature the quality and safety you expect from Blue Imp. It's all about blending the best of both worlds... nature and nurture.

Call your Blue Imp play consultant
at **1-877-594-0541**
or visit **www.blueimp.com**

BLUE IMP[™]
Play Strong.

COMMUNITY SAFETY OFFICERS

Sean McKenzie, Policy Advisor – SUMA

Providing adequate enforcement within a fixed budget presents a serious problem for many urban municipalities. RCMP services are expensive, and officers often enforce only bylaws that are directly related to public safety. Municipal per capita rates also fund only RCMP services for the community, not the time of any specific officers; as a result, municipal goals such as traffic blitzes and improved community visibility for law enforcement may not be achievable. The enhanced RCMP program does address these additional needs, to a degree, allowing municipalities to purchase an additional RCMP position for their community (at a cost of 70 per cent of a full-time position, and receiving 70 per cent of that officer's assigned time). However, this option may

not be cost effective for many SUMA members, and is still subject to the availability of additional sworn officers.

Bylaw enforcement officers (either municipally employed, or under contract through an organization like the Commissionaires) may fill some of the gaps between what urban governments need and what the RCMP is able to provide. The officers can enforce municipal bylaws related to everything from noise violations to overgrown vegetation, but they are unable to enforce any statutes of provincial legislation, such as *The Traffic Safety Act*, or *The Alcohol and Gaming Regulation Act*.

SUMA has been working with the Ministry of Justice, the Ministry of Corrections and Policing, SARM, and the RCMP since early 2013 to determine

other options for municipal enforcement. We initially considered establishing an entirely new program; however, modifications to the existing special constable program, administered by the Ministry of Justice, would not only be quicker, but potentially more effective as well.

Historically, the special constable program has been ad hoc, with duties and powers of special constables varying widely. Though a few municipalities have applied and received authorization to hire a special constable under this program, its ad hoc nature made applying difficult for municipalities, and left issues such as required training entirely up to the municipality and the individual appointed to the role. Instead of serving municipal enforcement needs, the program was



ID 2946142 © Russell Du Parcq | Dreamstime.com

more frequently used by employers such as the Global Transportation Hub near Regina, who were able to fulfill their own training requirements.

As a result of the committee's work, a new type of special constable will soon be available, modeled closely on Alberta's Community Safety Officer Level 1 program. Saskatchewan's new Community Safety Officers will be municipal employees, able to enforce bylaws and uphold provincial statutes, such as those concerning traffic enforcement, and liquor and gaming. While the provincial government will administer the program and approve special constable appointments, municipalities will have the benefit of standardized appointments, an established training curriculum and delivery mechanism, and accepted guidelines for uniforms and markings.

Over the last six months, the committee has made significant progress in the development of policies, standards, and guiding principles for the new Community Safety Officer program. Though the program will work within the current legislative framework, Community Safety Officers will be a unique type of special constable, with unique characteristics and requirements. Uniform colors and stripes are currently being finalized, as are shoulder flashes and vehicle markings. Both will be similar to current law-enforcement standards, but unique enough to ensure that the public can easily recognize Community Safety Officers as being unique to the municipality or region.

Alberta is modifying their existing curriculum to meet some of the unique needs in Saskatchewan, now that a memorandum of understanding has been signed. Talks are ongoing with SIAST to determine the best way to deliver the education and training for Community Safety Officers, and the first training class is tentatively scheduled for January 2015. Consideration will be given for special constable applicants with prior training from another enforcement agency, such as the RCMP or a municipal police department;

training will be mandatory for all other applicants.

The next few months will be busy, as the committee will adopt a final set of standards and policies for the program, approve the Saskatchewan training curriculum, and finalize an agreement

for the training delivery. Look for more information from SUMA as the process moves forward and the province prepares for its first class of Community Safety Officers. Updates and will be provided in *Urban Update*, at regional meetings, and at Convention 2015. ■

HANDY HITCH

MANUFACTURING INC.

A LIFETIME OF HIGH PERFORMANCE

PROFILE 90




BALLAST ROLLER











HANDY HITCH MANUFACTURING INC.
 1179 Kapelus Drive
 Winnipeg, MB Canada R4A 5A8
 Toll Free: (800) 665-2490
 Fax: (204) 661-5338
 Email: dwallwin@rancangroup.com
PROUDLY CANADIAN


www.handyhitch.com

SUMA hits the links in White City

Thank You White City!

Many thanks to the Town of White City for hosting SUMA's 26th annual golf tournament in July.

The Thursday banquet was hosted at the White City Community Centre. The night included a delicious supper with ribs and chicken, followed by a poker tournament, Wii sports, and karaoke. Attendees got an enthusiastic invitation to the 2015 tournament in Prince Albert from Councillor Don Cody, and the City of Weyburn stepped up to host in 2016.

The golfing kicked off Friday morning at the Aspen Links Golf Course. Despite being without a clubhouse after it was lost in a fire, the hosting community treated 40 golfers to a beautiful

18-hole champion golf course. Even the cool and windy weather couldn't keep spirits down – as the photographic evidence shows!

Congratulations to the winning golf team: James Crouch, Guy Lagrandeur, Carrie Bjola, and George Tomporowski.

The Dennis Draper Award was awarded to Mauricio Jimenez, Sean McEachern, Marlys Wasyluniuk, Libbey Morin, and Steve Dribnenki.

Thank you to all those played a role in planning the tournament, to all the sponsors, and to all those who attended; you all contributed to an excellent event. For more photos, visit our Facebook page. ■





Congratulations to this year's winning team: (L-R) James Crouch, Guy Lagrandeur, Carrie Bjola, and George Tomporowski.

Dennis Draper Award winners: Mauricio Jimenez, Sean McEachern, Marlys Wasyluniuk, Libbey Morin, and Steve Dribnenki.

Proud of Our Past.... Building the Future



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

FULL-SERVICE CONSULTING ENGINEERING

www.mpe.ca



Your first call for savings



Chatterson
JANITORIAL SUPPLIES

www.chatterson.com 1-800-667-8178





Stantec

We design with community in mind.

stantec.com



Make a date with SUMA for UPCOMING EVENTS

As summer winds down and we move into fall, things are speeding up around the SUMA office, as we prepare for a busy few months. Take advantage of the upcoming educational and networking opportunities available to SUMA members!

We will update the web pages for these events as more details are available. Check the Events tab on the SUMA website (www.suma.org) to stay up to date with the latest information.

Regional Meetings

Dates are set for this year's regional meetings. Once again, the meetings are being held only in the fall, based on membership feedback. They also now have an increased focus on education. You can also expect updates on what's happening in your region and with SUMA. We plan to tell you more about the municipal procurement project we've launched (see page 40 for details), and how you can use our new legal services.

Mark Your Calendar

Monday, September 29 – Central region
Tuesday, September 30 – East Central region
Wednesday, October 1 – Southeast region
Thursday, October 2 – Southwest region
Monday, October 6 – West Central region
Tuesday, October 7 – Northwest region
Wednesday, October 11 – Northeast region

Convention 2015

Of course, we have already started wheels turning in preparation for SUMA's 119th Convention! Please join us for Convention 2015 in Saskatoon, February 1-4 at TCU Place; it's shaping up to be a great event.

The theme of Convention 2015 is *The Urban Heartbeat*. It echoes the importance of urban municipalities in Saskatchewan. The majority of the population lives in our towns, villages, cities, resort villages and northern municipalities, and urban Saskatchewan is also home to the vast majority of the province's economic activity. The theme also reflects the importance of elected officials as leaders in your communities and the province, and the future and progress available through youth engagement and succession planning.

Due to declining participation and ever-increasing costs, we've decided to cancel the Partners' Program. Partners will be able to get information on the host city's attractions in the handbook provided to delegates at convention.

Entertainment and social events at will also see some changes in 2015. Sunday night, delegates will have the chance to attend a more low-key welcome reception, with tickets sold for only \$15. The President's Banquet on Tuesday night will see exciting changes to the evening's entertainment. Prepare for a longer evening than in past years (and maybe consider wearing your dancing shoes).

The Radisson Hotel is the host hotel, and information on other hotel accommodations is available on our website. Rooms are going quickly, so act quickly!

Be sure to send in your nominations for the Meritorious Service Award, the Honorary Service Award, and the Scoop Lewry Award before the September 18 deadline. Awards will be handed out at the President's Banquet on Tuesday, February 3.

Mark Your Calendar

Sunday, February 1-Wednesday, February 4 – Convention 2015

Municipal Leadership Development Program (MLDP)

As a SUMA member, you also have access to the MLDP – a great educational resource for urban municipal leaders. The program is a series of six workshops for elected officials and senior municipal staff designed to strengthen local government leadership:

- Strategic and Financial Planning for Municipalities
- Municipal Economic Development Fundamentals
- Human Resources in the Municipal Workplace
- Public Relations and Communications for Municipalities
- Community and Land Use Planning Module

The fall series of modules are in planning stages right now. Keep your eye on Urban Update for dates, locations, and registration information.

To get more information about MLDP and how to register, visit www.mldp.ca. These modules are an important part of ensuring good governance in municipalities, and we strongly encourage you to work toward your MLDP certificate. ■

KGS
GROUP
CONSULTING
ENGINEERS

Suite 200 - 4561 Parliament Avenue
Regina, SK, Canada S4W 0G3

PHONE: (306) 757-9681
FAX: (306) 757-9684

Providing Quality Engineering Services to
Saskatchewan Municipalities

Civil / Structural
Mechanical
Electrical & Automation
Water & Wastewater Treatment
Environmental



ksgroup.com

Science | Imagination | Collaboration |



The Saskatchewan Heritage Foundation Re-focuses Grant Programs: Earlier this year the Saskatchewan Heritage Foundation streamlined its granting programs in order to have the greatest impact in Saskatchewan's communities. For owners of designated Municipal or Provincial Heritage Property, our Built Heritage Grant partners with individuals, groups and corporations to help stabilize and restore these important community assets. We also are proud to share with you that our On-Site Archeology and Paleontology Research Grant can help fund projects that result in new knowledge or a more in-depth interpretation of the site in question. Need more information? Check us out online at www.pcs.gov.sk.ca/SHFGrants. Please note our deadlines have also changed: March 15th and September 1st.

Main Floor - 3211 Albert Street • Regina SK • S4S 5W6

Manager: (306) 787-4188 • kyle.franz@gov.sk.ca

Grants/Finance Administrator:
(306) 787-2105 • suzanne.pambrun@gov.sk.ca



Municipal Utilities

*Your Water and
Sewer Asset Management Specialists*

*Proudly partnering with Western
Canadian municipalities for over
35 years, providing professional
water and wastewater
management services.*



**Contact us for an assessment,
or if you are facing a municipal challenge,
we can assist you in finding solutions.**

Phone: 306.530.3141

Fax: 306.731.2945

E-mail: hello@municipalutilities.ca

To learn more visit www.municipalutilities.ca

- System maintenance and servicing
- Upgrades, expansions and capital enhancements
- Diagnostics and asset management consulting
- Scheduled maintenance management partnering programs
- System maintenance management training
- Emergency services for all municipal water and sewer breakdowns



A long-term approach to WATER

Fred Clipsham, Chair, WUQWATR (Wascana Upper Qu'Appelle Watersheds Taking Responsibility); and Director, SAW (Saskatchewan Association of Watersheds)

People love to complain when they open their water bill: “How come water costs so much?”

The answer, of course, is that water costs money to pipe, purify, and distribute. But what is the true cost of the service?

Towns with a water utility are able to accurately account for the true costs of supplying clean, safe and sustainable water to their customers. Utilities enable council to manage the water service to achieve total cost recovery, and to maintain a fund for future upgrades.

Utilities don't change the way things are done, but they do change the way they are administered. Essentially, a utility is a separate set of books. By doing things this way, costs can be more accurately accounted for and rates more accurately set.

Under the traditional way of managing water, council set rates that were often well below the costs of treatment and delivery and had to be subsidized through the mill rate. A common arrangement was to bill quarterly using a flat rate, which meant there was no way to charge users for their actual consumption or to account for water losses in the system.

Another problem with running the water system through the general town account is that money needed to maintain the system has to compete with maintenance of town buildings, road repairs, solid waste management, etc. Under a utility, council can make decisions about the water system separately from all the other demands.

Many communities are growing in today's Saskatchewan. New residents typically want high quality water. They don't want to be replacing water heaters every three or four years, and don't want well water gunking up their appliances.

In the Dundurn region, south of Saskatoon, the challenges of growth led two towns, two resort villages, and four RMs (with many new subdivisions) to form the Dundurn Rural Water Board. The board purchases water from SaskWater, which pipes water from Saskatoon's water treatment plant.

The largest partner in the Dundurn Rural Water Board is the Town of Dundurn. The town's water utility serves 256 residential and 21 commercial and institutional customers.

Administrator Eileen Prosser sees many advantages to operating as a utility. “Our goal is total-cost recovery. The town used to bill every three months based on estimates. When we

installed new meters and started billing monthly, we discovered we were losing a lot of water in the system and paying SaskWater about \$5,000 a month over and above the revenues from customers. That had to come out of general revenues. We wouldn't have known about those losses under the old system.”

A key advantage of a utility is that those that use more pay more. Dundurn's new meters have encouraged customers to manage their water usage, making the whole system more efficient. “People no longer leave their sprinklers on while they go to the cottage over the weekend because they see the impact on their water bill,” says Prosser.

The town charges for usage (a flow-through of the SaskWater cost), a delivery charge (covering chemicals, wages, rent, line breakages, etc.), and a sustainability charge to build a reserve for future needs (\$0.06/m³ plus a percentage of the delivery charge.) “Our town audit shows a separate schedule for the water utility, so everything is there for people to see.”

Prosser points to another innovation since the utility was established. A new payroll/timesheet system ensures labour costs are accurately tracked. “We require staff to say what part of their day they've spent working on the water system. This way we can charge back their time to the utility.”

Lyle Leys helped set up the Saskatchewan Landing Regional Water Pipeline Utility in 2001 and remains chair today.

“This is a \$45-million utility with 600 kilometer of buried pipeline.” says Leys. “It is a huge job to run... and it can't be done on a part-time basis. Small urban and rural councils tend to be hands-on and one of our challenges was to convince our members we needed a full-time supervisor/operator.

“It can be hard to get people to think outside the box. I was pleasantly surprised when 400 farmers put up \$1,000 each to fund the feasibility study.”

Both utilities received federal/provincial money to build their systems. Leys says, “We couldn't have done it without that money. Part of the agreement with Infrastructure Canada was to develop a business plan that shows we're putting money aside for long-term maintenance.”

This is perhaps the best reason to have a utility. A long-term plan ensures the sustainability of the operation so generations to come can be assured of an adequate supply of safe drinking water. ■

NEXT ISSUE: Convention 2015: The Urban Heartbeat



Steve Van Meer
Saskatchewan Territory Manager

Cell: 306 716 6654
Toll Free: 1 866 551 8188
Toll Free Fax: 1888 308 0531
steveparknplay@shawbiz.ca
www.parknplaydesign.com

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

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



Anderson Pump House Ltd. Your Water Systems Specialists

For all your Water, Wastewater and Water Treatment needs
In Business in Saskatchewan for over 30 years

Design, Installation and Materials Supply for Water Works, Distribution Treatment Plants

North Battleford
Anderson Pump House Ltd.
9802 Thatcher Ave.
Phone: 306-937-7741
Toll Free: 1-800-263-7741
Fax: 306-937-3766
Email: infonb@andersonpumphouse.com

Prince Albert
Anderson Pump House Ltd.
4120 - 5th Ave. East
Phone: 306-764-6639
Toll Free: 1-800-263-6639
Fax: 306-763-0663
Email: infopa@andersonpumphouse.com

www.andersonpumphouse.com

Museums Association of Saskatchewan



The Museums Association of Saskatchewan
has over 200 member museums and art
galleries.

At MAS, our goal is to serve the people of
Saskatchewan by advancing our museums.

Museums contribute to our communities by
chronicling our province's rich
heritage.

To find a museum near you visit
www.saskmuseums.org

424 McDonald St.
Regina, Sk. S4N 6E1
1-866-568-7386

Funded by:



Darrell Rinas, P.Eng., Division Manager, Infrastructure Services:
passionate about the environment and the communities he serves.

A civil engineer with extensive infrastructure experience, Darrell enjoys working with our public and private sector clients to plan, develop, and maintain the infrastructure that supports their needs while protecting our environment.

“With his entrepreneurial mindset, leadership, and experience as a land developer, Darrell brings a wealth of knowledge to communities and private developers,” advises Bert Munro, Vice President & General Manager of Associated Engineering's Saskatchewan and Manitoba operations.

Darrell says, “I'm excited to take on this role and to continue to work with our clients to develop sustainable solutions for their communities.”

Contact Darrell at rinasd@ae.ca or call him at 306-653-4969.



GLOBAL PERSPECTIVE.
LOCAL FOCUS.

www.ae.ca



SUMA Central Municipal Procurement Services

Tania Meier, Event and Corporate Services Manager – SUMA

SUMA's latest project

helps our members find a new way to purchase goods and services for your municipalities. We have been talking about the project at regional meetings, conventions, and with some members, but we wanted to take this opportunity to answer some questions members may have about the project.

What is the central municipal procurement services project?

Simply put, it's a way to get greater purchasing power, and save members money. Members come together to buy a particular good or service, getting greater purchasing power because of increased volumes than if individual members went out on their own. With more volume comes bigger savings.

The key principle is a commitment from the member municipality to follow through with their purchase from the contracted supplier. If a member municipality backs out, the entire group is affected because the volume commitment decreases. Another principle is that each municipality has an equal voice when choosing a vendor.

What role does SUMA play in this project?

SUMA is taking on the administrative role in the procurement process. We will:

- coordinate the members that want to participate on each group purchase;
- draft the competition documents – usually a request for proposal (RFP) or request for quotation (RFQ) – and ensuring that we are following proper purchasing practices;
- work with the member municipalities to develop proper specifications;
- form relationships with vendors to understand their industry;

- compile vendor responses and provide them to participating members in an easy-to-understand format;
- bring the group of participating municipalities together to choose a vendor;
- manage the successful supplier relationship; and
- deal with any non-conformance issues that may arise.

Essentially, we take on a large portion of the administrative work to free up time for the municipalities' administration to focus on other work. We also ensure that proper public purchasing practices are followed. Lastly, we open up the communication channels between member municipalities, allowing all participants to learn from the process and gain new knowledge.

Is this the same as SUMAdvantage programs?

While the project falls under the SUMAdvantage umbrella, it requires more commitment from the member municipalities that want to purchase the particular good or service. With the current SUMAdvantage programs, we don't commit to a certain volume with the vendor; instead, we set up an ongoing contract that provides discounts for the purchasing municipality. While both programs work, the municipal procurement services program can offer a greater discount because of the committed volume and a more refined procurement process.

Have you already started procuring goods and services?

We have initiated four group purchases:

- postage machines;
- paratransit vehicles – in 2013 and 2014; and

- MSA G1 self-contained breathing apparatuses (SCBA) for firefighters. Nine municipalities participated in the postage machine RFP. This didn't turn out to be a success because so many of those participating had different contract expiry dates and the buyout fees were difficult to manage. We discovered it's best to either offer this product through our current SUMAdvantage program, or bring together only those municipalities with the same contract expiry date.

The paratransit vehicle pilot project is in its second round. The first year saw three municipalities (one city and two towns) participate; the second year has five municipalities involved (three cities and two towns). The feedback from the first year was positive. Participants noted better response from vendors, better specifications, a lot less time spent on the procurement process, expanded knowledge of procurement process, and cost savings. We are current receiving vendor submissions for the second round.

For the firefighters' breathing apparatuses, four communities purchased a total of 22 units, plus additional add-ons such as masks and air tanks. This gave SUMA a chance to connect with the fire chiefs in our member municipalities, provide a new service, and learn more about the needs of the fire departments in the province. The RFP process helped participants get a competitive, honest price – instead of relying on sales pitches from vendors.

What type of products might be coming up for purchase?

Internet services, credit and debit merchant services, chemicals for pools and water treatment plants, line paint, water piping, safety equipment and

firefighting gear are just a few examples.

We have been working with some of our members to learn more about what they need and what they know. What we hear most often is that it's important that we don't compete with local suppliers. This project is based on goods and services you very likely can't purchase within your community. Of course, with 450 member municipalities of varying sizes, we can't promise it will never happen, but we understand how important it is to our members to buy locally whenever possible.

Where did the project idea come from?

The idea was initially brought forth by the City of Humboldt. They had a vision of getting SUMA members together to purchase goods and services, offering efficiencies in process, opportunities to share and gain knowledge, and greater savings. It became more formal when SUMA members passed a resolution to move forward at Convention 2013:

Therefore be it resolved that the Saskatchewan Urban Municipalities Association be requested to investigate expanded opportunities for municipal group purchasing to assist its members in realizing lower costs through co-operative procurement efforts, innovative programs, and enhanced services. (The full resolution is available the Resolutions Database on our website.)

The project got further support from the SUMA Board of Directors in their 2013-16 strategic plan. It includes a goal of beginning a group procurement program as a service to members.

With both the members and SUMA Board supporting the project, it's full steam ahead.

What is the future vision of this project?

This spring, SUMA staff gathered with municipal administration staff. They used this strategic planning session to come up with a vision of the future.

The vision we are working toward includes:

- stronger relationships with members, suppliers, and other municipal associations;
- an expanded supplier list to create more choices;
- better pricing and cost savings;
- a coordinated system for municipalities

to access supplier information, tips, tools and templates;

- a strong voice for members;
- ongoing data collection on what members are purchasing, how much they are paying, cost savings realized through the program, and a list of future goods and services for SUMA to explore;
- strong member support for the project where the membership markets the program through word of mouth; and
- transparency through regular reporting to the membership.

As we build the program and ensure we have a solid model in place, these goals give us work toward.

How can we get involved?

This project is all about SUMA and our members working together; both play an important role into the project's success. We need information from you, such as which vendors you use for a particular good or service or how much you're buying. We also need you to participate in the pilot projects we run to test our model.



As the profit grows, it will be reinvested back into the project and used for research or additional positions for the project as it grows.

As the project continues to evolve, we will continue to share information with the members on how you can participate in the programs. Watch future editions of *Urban Voice*, and your email inbox for Urban Update or direct emails.

What benefits will I receive from participating in the municipal procurement project?

- *Better vendor response* – Greater purchasing power creates more supplier interest and competition.
- *Efficiency* – Municipal staff can free up their time to focus on other projects and leave the administration of the procurement process up to SUMA
- *More information* – We will provide access to education and resources, such as tips, tools, templates, and access to expertise in public procurement
- *Cost savings* – Combined municipal purchases and higher volumes means more competitive bids from vendors.

How will this project be funded?

Don't worry; this project will not increase your membership fees. A formal funding model is still in review, but we want you to know the project will be funded directly through participation in the program – not through membership fees.

We have also committed to keeping project profits within the program. As the profit grows, it will be reinvested back into the project and used for research or additional positions for the project as it grows.

Who do I contact if I have questions?

There are two people you can contact with questions. Tania Meier, Event and Corporate Services Manager, has been working on the project since its beginning stages. You can contact her at tmeier@suma.org or 306-525-4379. Mike Dundas, Municipal Procurement Consultant, was recently contracted to provide his public procurement expertise to the design and day-to-day operations of the program. You can reach Mike at mdundas@suma.org or 306-537-4474. ■



SIGNAL
INDUSTRIES (1998) Saskatchewan Ltd.
The Sign Professionals
1300-8th Ave. Regina, SK S4R 1E2
Ph. (306) 525-0548 Fx. (306) 525-3465

Architectural Signs
Electronic LED Message Centres
Custom Signs & Decals
Low Cost Foam Entryway Signs
Sign Posts & Hardware
Digital Image Graphics
AND MUCH MORE

PROUD SUPPLIER
FOR
SASKATCHEWAN HIGHWAYS
and **INFRASTRUCTURE**

RAY ELGAARD
All-time receiving leader
12,188 receiving yards - the distance from here to Rhinoc Stadium

WWW.SIGNALINDUSTRIES.CA

SUMA **AMPLIFY OUR VOICE**

Follow us on Twitter @SUMA_amplify

Like us on Facebook www.facebook.com/SUMAamplify



When you recycle used oil, filters and antifreeze you keep our water, my water safe.

Used antifreeze is toxic and just one litre of used oil can contaminate one million litres of water.

And when you recycle their containers, plus DEF containers, you keep tonnes of unwanted waste out

of our backyards and landfills.

So I thank you, the whole Dam Pond thanks you, as does Mother Nature.

usedoilrecyclingsk.com



A chat with SaskTel's Sean Devin

Saskatchewan native **Sean Devin** is President and CEO of SaskTel International (SI) and Vice-President of SaskTel's new Information and Communications Technology (ICT) Business Solutions department. Recently, Sean took time from his hectic schedule to sit down with *Urban Voice*.



Q *Where is SaskTel in its evolution?*

A Since its inception in 1908, SaskTel has primarily been a communications provider to the citizens of Saskatchewan, offering services such as voice, television, and Internet. Today, we are much, much more. Our products and services range from mobility solutions and network and security enhancements, to data centre services, managed IT solutions, and communication and collaboration advancements. As well, SI offers software solutions and consulting expertise to countries around the world. SI's ICT division is recognized for its role in developing networks and communications infrastructure in Europe, Asia, and Africa.

Q *What services has SaskTel and SI developed most recently?*

A SaskTel offers customers the largest 4G Long Term Evolution (LTE) network and coverage in Canada. SaskTel offers 4G LTE in more communities in Saskatchewan than any other network.

Throughout 2013, SaskTel added additional capacity in existing locations and expanded coverage to new areas of the province. Plus, customers can continue to use their device in more than 200 countries and territories worldwide on the 4G network through our existing roaming partnerships. We are also constantly expanding our high-speed Internet services across Saskatchewan.

SaskTel has also recently completed an expansion of our world-class Data Centre facility in Saskatoon. This expansion features 4,500 square feet of newly designed floor space with added security, 200 tonnes of dedicated air conditioning, and advanced designs for optimal temperature control. Our data centres are allowing us to continue to expand and evolve our cloud and managed solutions for our customers; customers are encouraged to contact their sales representative for a tour anytime.

Q *How important is SaskTel's partnership with SUMA members?*

A It's an extremely important partnership. Municipalities are businesses and, therefore, SaskTel can work with SUMA's 450 municipal businesses. We want to show them how they can take their IT to a new level, and how they can operate more efficiently and realize cost savings, which they can then dedicate to other municipal needs, such as infrastructure. Municipalities have the opportunity these days to optimize their business through unified communications and online infrastructure, and we want to show them how this can happen.

Through the municipalities, we can also reach their citizens, our

private customers. SaskTel is a long-time supporter of SUMA; we are committed to providing Saskatchewan municipalities with the best products and services at competitive prices, and the dedicated support you deserve to help your municipal office succeed. SUMA has partnered with SaskTel exclusively as the provider of choice for long distance, cellular, and Internet services. We want to continue doing that – and more.

Q *How accessible is SaskTel to municipalities throughout the province?*

A SaskTel has a physical presence in more than 65 Saskatchewan communities. Should you need more detailed or specific expertise, our experts in larger centres are only a call or a click away.

Q *How important is giving back to the communities you serve?*

A SaskTel is committed to building a healthy province – it's ingrained in our corporate culture. We, along with SUMA municipalities, are committed to making it easier to do business in Saskatchewan. As a crown corporation, every dollar we make goes back into the provincial coffers.

Q *In recent years, SaskTel has been voted one of Canada's Greenest Employers, one of the nation's Top Employers, and one of the Best Diversified Employers. Can you comment on these accolades?*

A Once again, CSR, or corporate social responsibility, is ingrained in our corporate culture. 'Green' technology, where appropriate, is a given. The most recent example of this is our new data centre in Saskatoon where we are using natural cooling from our winter months to pre-cool our system rather than using power to do the job. Finally – a use for those frigid temperatures!

Our employees are the backbone of SaskTel. We salute hardworking, dedicated staff members and offer them exciting, exhilarating careers. In return, we expect them to support our commitment to community partnerships, and to give back through their volunteer efforts. We are extremely satisfied with how they hold up their part of the bargain.

Q *Do you have any final comments?*

A SaskTel wants to help municipal organizations focus on what is core to their business. Call a SaskTel representative at your earliest opportunity. Let's start a conversation! ■

SUMAdvantage

Your first call for savings

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 Event and Corporate Services Manager, **Tania Meier**, at 306-525-4379 or email tmeier@suma.org

OFFICE AND MUNICIPAL ELECTIONS

Apparel, Promotional Items and Sporting Goods	Prince Albert Source for Sports	306-764-3285	www.pasourceforsports.ca
Election Material	SUMA	306-525-3727	www.suma.org
Lapel Pins	Laurie Artiss Limited	800-667-8168	www.thepinpeople.ca
Long Distance, Cellular and Internet Services	SaskTel	306-525-4379	www.sasktel.com
Municipal Magazine	Municipal World	306-525-3727	www.suma.org
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
Shipping Labels	SUMA	306-525-3727	www.suma.org
Software	Acrodex	306-584-3401	www.acrodex.com

PUBLIC WORKS/PARKS AND LEISURE

Cat and Dog Tag Licensing and Animal Control	Ketchum Manufacturing	306-525-3727	www.suma.org
Equipment Rental	Hertz Equipment Rental	800-777-2700	www.hertzequip.com
Fuel Supply	PFA Canada	800-807-3750	www.pfacanada.ca
Janitorial Supplies	Chatterson Janitorial Supplies	800-667-8178	www.chatterson.com
Mosquito Control	Direct Solutions	800-661-2991	www.aatdirecsolutions.com
Municipal Tires	Kal Tire	Contact nearest location	www.kaltire.com
Municipal Tires	Michelin	Purchase through Kal Tire, Saskatoon Wholesale Tire or Graham's Tire.	
Natural Gas	Connect Energy Partnership	866-934-6918	www.connectenergy.ca
Solar Pool Heating	Kelln Solar Consulting Ltd.	306-731-2224	www.kellnsolar.com
Traffic Signs	Signal Industries Ltd.	800-565-9443	www.signalindustries.ca

HOTEL AND VEHICLE

Fleet Management and Vehicle Rental	Enterprise Rent-a-car	800-736-8227	www.enterpriserentacar.ca
Regina Hotel and Convention Host Hotel	DoubleTree by Hilton (Regina)	306-525-6767	www.doubletree.com
Regina Hotel	Travelodge Regina	306-586-3443	www.travelodgeregina.com
Saskatoon Hotel	Radisson (Saskatoon)	306-665-3322	www.radisson.com
Saskatoon Hotel	Travelodge Saskatoon	888-278-4209	www.travelodgesaskatoon.com

FINANCIAL

Borrowing & Financing	BMO Bank of Montreal	Contact nearest branch location	www.bmo.ca
Building Valuations	Suncorp Valuations	800-764-4454	www.suncorpvaluations.com
Credit and Debit Merchant Services	First Data	306-241-5008	www.firstdatacanada.ca

COMPANY	PAGE	TELEPHONE	WEBSITE
Airmaster Signs	16	800-788-6805	www.airmastersigns.com
Anderson Pump House Ltd.	39	800-263-7741	www.andersonpumphouse.com
Associated Engineering	39	306-653-4969	www.ae.ca
Blue Imp	31	877-594-0541	www.blueimp.com
Brandt Tractor Ltd.	7	888-227-2638	www.brandt.ca
Bullee Consulting Ltd.	6	306-477-2822	www.bulleeconsulting.com
Catterall & Wright Consulting Engineers	17	306-343-7280	www.cwce.ca
Chatterson Janitorial Supplies Ltd.	35	800-667-8178	www.chatterson.com
Commercial Pool and Recreational Products	21	888-523-9274	www.cp-rp.com
CUBEX	28	204-336-0008	www.cubexltd.com
CUPE Saskatchewan	47	306-757-1009	www.cupe.sk.ca
D'ARCY & DEACON LLP	26	855-656-1495	www.darcydeacon.com
Enbridge Pipelines	11	403-231-3900	www.enbridge.com
FirstOnSite Restoration	21	306-978-6600	www.firstonsite.ca
Fort Garry Industries Ltd	29	800-772-4599	www.fgilt.com
Guardian Traffic Services	17	306-522-0511	www.atstrafficgroup.com
Handy Hitch	33	800-665-2490	www.handyhitch.com
Jeff Jackson Playground Pro	21	866-757-5502	www.playgroundpro.ca
KGS Group	37	306-757-9681	www.ksgroup.com
MPE Engineering Ltd.	35	866-329-3442	www.mpe.ca
Municipal Utilities	37	306-530-3141	www.municipalutilities.ca
Museums Association of Saskatchewan	39	866-568-7386	www.saskmuseums.org
Park N Play	39	866-551-8188	www.parknplaydesign.com
Prairie Wild Consulting	20	306-653-2385	www.prairiewildconsulting.ca
Resolute Rubber	4	866-621-5853	www.resoluterubber.com
Saskatchewan Assessment Management Agency	21	800-667-7262	www.sama.sk.ca
Saskatchewan Association for Resource Recovery	43	877-645-7275	www.usedoilrecyclingsk.com
Saskatchewan Heritage Foundation	37	306-787-2105	www.pcs.gov.sk.ca/shf
Saskatchewan Ministry of Central Services	15	306-787-6871	www.sasktenders.ca
Saskatchewan Workers Compensation Board	23	800-667-7590	www.worksafesask.ca
SaskCulture	15	866-476-6830	www.saskculture.sk.ca
SaskEnergy	19	866-828-4888	www.knowbeforeyoudig.com
SaskPower	3	888-757-6937	www.saskpower.com
SaskTel	48	800-SASKTEL	www.sasktel.com
SaskWater	2	888-230-1111	www.saskwater.com
Signal Industries	42	306-525-0548	www.signalindustries.ca
Stantec	35	306-781-6400	www.stantec.com
Suncorp Valuations	9	800-764-4454	www.suncorpvaluations.com
SuperiorRoads Solutions	46	306-337-4440	www.superiorroads.com
xylem	12	800-588-7867	www.xylemwatersolutions.com/ca



We have the solutions you need for superior, safe, clean and pothole-free roads.

Python sweepers may have a new name, but they continue to be the most operator-friendly, efficient and innovative sweepers on the road today. And our unmatched Python 5000 is still the only one-person operated pothole patcher that produces long-lasting road repairs in minutes, extends the life of your roads and keeps operators safely away from dangerous traffic.

306-337-4440 • info@SuperiorRoads.com • www.SuperiorRoads.com





In spring, crews sandbag areas vulnerable to excess spring run-off, including at-risk residences and city property.

Keeping communities safe

Throughout Saskatchewan, CUPE members provide services that keep communities safe all year round.

City workers sandbag to prepare for spring run-off, fix potholes, repaint lines on roads and clean the streets. They also repair roads and sidewalks, maintain traffic lights, and keep city equipment in good running order. In winter they clear snow and keep roads safe.

Municipal workers clean and maintain parks and green spaces – irrigating parks to keep them green, clearing weeds, and controlling pests. They provide recreational



services in community and recreation centres, maintain ice arenas and outdoor rinks so that families can enjoy recreation and fitness.

Services like clean drinking water, garbage removal, wastewater treatment, water main and sewer line repairs

are provided each and every day.

Whether it's administrative support or the services we count on daily, city workers care about the communities where they live and work.



Let's talk

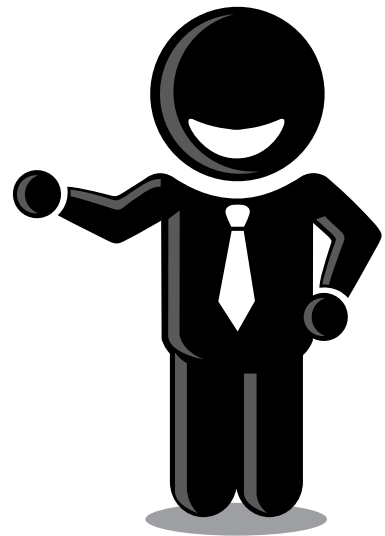
Business

Navigating the complex world of business technology can be a challenge. SaskTel can help you overcome these challenges by providing:

-
- **Insight through IT consultation**
 - **Strategies for systems implementation**
 - **Expert solutions to suit your unique business needs**
-

With world-class infrastructure and local Experts, SaskTel is committed to providing you quality end-to-end solutions for your business.

Insight. Strategy. Expert solutions.



sasktel.com/business

SaskTel 
Your Life. Connected.™

Sample CAO Performance Review Document

Instructions: Rank answers from 0-5:

0 – Don't know

1 – Falls short of requirements

2 – Improving towards requirements

3 – Meets requirements

4 – Performing beyond basic requirements

5 – Exceptional

COUNCIL RELATIONS	
Acts on council's motions and direction in a timely manner.	0 1 2 3 4 5
Facilitates the orientation and effectiveness of councillors.	0 1 2 3 4 5
Examples:	
EXTERNAL RELATIONS	
Serves as chief spokesperson, communicating effectively with all stakeholders.	0 1 2 3 4 5
Appropriately represents the municipality and council in the community.	0 1 2 3 4 5
Examples:	
CUSTOMER IMPACT	
Ensure that the ratepayers perceive the council and the municipality in a positive light.	0 1 2 3 4 5
Ensure that the municipality retains appropriate ratepayer engagement.	0 1 2 3 4 5
Examples:	
ORGANIZATIONAL PERFORMANCE	
Leads the municipality and articulates a clear plan for the municipality that reflects council's vision, mission and strategic plan, and is well understood, widely supported, consistently applies and effectively implemented.	0 1 2 3 4 5
Ensures the municipality meets or exceeds the financial and operating performance goals as set out in the annual plan.	0 1 2 3 4 5
Examples:	
ORGANIZATIONAL EFFECTIVENESS	
Effectively attracts, retains, motivates and leads an effective team capable of achieving the municipal objectives.	0 1 2 3 4 5
Ensures staff succession, including long-term development of candidates for the CAO position.	0 1 2 3 4 5
Examples:	
LEADERSHIP EFFECTIVENESS	
Exercises good judgment in dealing with major issues.	0 1 2 3 4 5
Demonstrates a clear understanding of the local, regional, provincial, national, and global issues affecting the community.	0 1 2 3 4 5
Examples:	
OBJECTIVES (These should be developed by the CAO and reviewed with the Mayor and Council).	
Key Objectives	Results