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URBAN *Voice*

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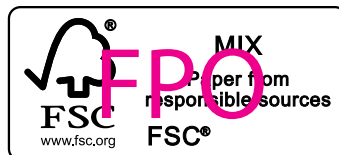
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GOVERNANCE AND RISK MANAGEMENT: LEGAL TANGLES

Mayor Debra Button, President

We all know that the responsibilities of urban governments are immense. With a seemingly endless to-do list, it's easy to start glazing over the basics, the everyday things, the mundane. But when we take time at SUMA to focus each fall on governance and risk management, the scope of our responsibility comes rushing back to me. Urban governments aren't just about fixing roadways, building recreational facilities, and providing emergency services like policing and fire departments. We are responsible for the place where people have chosen to make their lives – where they live, where they work, where they raise a family, where they build their identity.

Ours is not a small job, and when you look in this issue of *Urban Voice* you see why.

If we want to have the time and energy to deal with the big projects and the pressing issues, we must make sure that our councils and municipal offices run smoothly. Are you sure your council meetings adhere to the rules – of established meeting

procedure and of the law? Have you done everything you can to reduce the risks in your municipality – for your residents, for your council, and for your employees?

Last fall in this space, I talked about getting respect by giving it. Today I'm focused on making sure we're earning it. Being elected to municipal council is a vote of faith. People are placing a lot of their hopes in us, and after nearly three years, we should still be working hard not to let those people down.

The next year of our lives will be a cycle of elections – first federal, then provincial, and finally in October 2016, municipal elections. Voters may well have tired of politicians by the time we are asking them to mark an X next to our names again. Let's all work together to provide strong governance and to show our residents that as the order of government closest to the people, we listen to them, we work with them, and we work hard on making things better *for them*. It's about doing the best job we can. I hope this *Urban Voice* helps you do that. ■

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*Barry Rudd, Mayor
Town of Maple Creek*



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M. McKenzie, T. Cresswell,
E. Hawrylak, B. Elderkin,
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SAFE BUYING: NOT A NEW CONCEPT

Laurent Mougeot, Chief Executive Officer

It may first appear a little bit strange to speak about procurement practices in the context of risk management. Salaries aside, public procurement in the municipal sector is the largest component of our operating budgets. And while buying hardware (i.e., equipment and material) is often top of mind when considering procurement practices, let's not forget that most municipalities enter into significant construction and maintenance contracts to support service delivery.

We've provided a detailed look at some of the potential risks in the procurement process on page 26, but to help you start the discussion on this topic, here is a quick checklist you can review with your municipal team:

- Are you complying with the procurement rules of the New West Partnership Trade Agreement and Agreement on Internal Trade when you seek goods and services?
- Do you know what the requirements are for municipalities and similar sectors (MASH sectors) when it comes to public spending?
- Best practices suggest that contractors should be bonded to cover any immediate liability associated with the provision of contractual work. Have you implemented such practices in your tenders?
- Similarly, your municipality may become liable for any remittances due to the Saskatchewan Workers' Compensation Board in the event your contractor is not making these contributions while working on your projects. Do you include a clause in your tenders requiring contractors to make contributions to WCB?
- Do you also ensure that all of your contractors comply with the provisions of Saskatchewan's Occupational Health and Safety framework?
- Before you issue your tenders or requests for proposals

"Public group procurement has taken over as a major focus of many jurisdictions in North America."

(RFPs), do you have a clear understanding of the needs to be addressed, or the extent of the work to be performed? Paving on top of out-dated water pipes and sewer lines without replacing them might be throwing away good money.

- Is your tendering process fair? Bias — whether real or perceived — may create potential liabilities for municipalities. Bidders have been known to issue legal challenge over skewed processes, and while your approach may have been well intended, legal defense costs may mount quickly.
- Have you established secured parameters to maintain the confidential nature of your tendering process?
- Are you fostering 'friendly' practices with contractors and suppliers, in ways which can be perceived as favouritism or collusion?
- Are you always seeking the most potential suppliers for your products and services? If not, you may be overspending, taking critical funding away from other municipal priorities.
- How much effort do you put into monitoring the quality of the work being provided? This is especially critical in the case of paving (thickness and sub base) and concrete work (density and reinforcement). Cutting costs by compromising minimum standards will only lead to early decay of your new infrastructure work. As a rule, quality work followed by a rigorous maintenance schedule will yield the best return on investment.
- Have you considered teaming up with your neighbouring municipality to reduce costs and increasing the benefits of group procurement? This is one of SUMA's major focuses these days.
- Of course, as I have mentioned before, have a full asset inventory and create a detailed life cycle management plan for your new projects. Plan ahead and protect your investment.

Public group procurement has taken over as a major focus of many jurisdictions in North America. From health districts to school boards, most of the new initiatives are driven by potential cost savings. It is quickly becoming clear, though, that new procurement practices for goods and services are promoting a new level of awareness in the area of risk management. ■



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GOVERNANCE and RISK MANAGEMENT: Legal Tangles



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LEGAL SERVICES VOICE

CONFLICTS OF INTEREST: ENTERING UNKNOWN TERRITORY

Steven Dribnenki – Policy and Legal Advisor, SUMA

The world of municipal governance is entering unknown territory when dealing with conflicts of interest. As when dealing with any new place, the best practice is to bring a road map.

In February, the *Final Report of the Inspection and Inquiry Into the RM of Sherwood No 159*, by the Honourable Ronald L. Barclay, Q.C., Conflict of Interest Commissioner, was released. The report is recommended reading for any council member or administrative employee as it offers insight into municipal governance and makes key recommendations for amendments to conflict of interest legislation.

So, what happened? What does the report say? What should council members do? While it is simple enough to give a summary of the report and recommendations, determining how to proceed in this new territory is considerably more difficult. In the end, however, the best road map is to review legislation and the report recommendations, and be alert, cautious and diligent.

At issue in the report was Wascana Village, a proposed high-density residential development in the RM of Sherwood for about 14,000 people spanning 736 acres southeast of Regina. The project has its roots in May 2012, when the developer first made contact with the RM and council voted to support the development. Starting that month, Reeve Kevin Eberle entered into a series of different purchase and sale agreements with the developer, each of which lasted for varying periods of time until the final agreement was reached in November 2013. This final agreement was estimated in the report to total nearly \$58 million.

Government Relations Minister Jim Reiter appointed Barclay to conduct an inspection into the RM in June 2014 after allegations arose about the development. Barclay's interim report recommended an inquiry be ordered to examine the RM's conduct to determine whether the allegations were founded, and the inquiry was ordered in July 2014.

Most intriguingly and importantly, the report expanded the territory for the standards used to assess municipal conduct. Instead limiting its review to the pecuniary interest sections of *The Municipalities Act* and the "common law" (law not in legislation but resulting from court decisions reviewing legislation and legal duties) conflict of interest principles as has been done in many court decisions, the report also considered the official Oath sworn pursuant to the act and the municipality's Code of Ethics as sources of duties to be interpreted.

The report concluded that while Reeve Eberle disclosed his interest in the land and recused himself during council meetings, he breached his obligations by failing to disclose the extent of interest, actively influencing the development approval process outside of meetings, and deliberately attempting to conceal his involvement in the process.

The report then made three main recommendations:

1. Amend *The Municipalities Act* to require council members to give

general disclosure and the material details when making a pecuniary interest declaration, provide a confidential disclosure statement when a pecuniary interest arises, and recognize the "common law" legislation.

2. Create a model Code of Ethics defining conflicts of interest and key principles as well as improper use of influence.
3. Create a conflict of interest ombudsman.

In his response to receiving the report, Minister Reiter identified the importance of these recommendations, saying there were "a number of areas and issues where the existing legislative provisions in the three municipal acts concerning conflict of interest are inadequate and need updating" and that the province "will address these concerns."

In the meantime, what should council members do? I recommend going above and beyond the written letter of the law and technical compliance to embrace the sense of accountability and transparency in the spirit of the law. In doing so, here's a handy summary of best practices.



- **Follow the golden rule: If you think you are in a conflict, you probably are.** It's better to be safe than sorry. Regardless of the legal risk, there is the risk to your reputation as a fair and trusted community leader if you do not deal with conflicts of interest appropriately.
- **Follow the "three Ds" at meetings: declare, disclose, and depart.** Disclosing the nature of a conflict was an important recommendation in the report. This means not only declaring that you have a pecuniary interest or conflict of interest, but disclosing a few key facts about the interest. After declaring and disclosing your interest, depart from the room until discussion ends.
- **Do not discuss the issue before, during, or after the council meeting.** Your duty follows you wherever you go. Do not discuss the issue with other council members or administration staff during meeting breaks, at dinners, or at the grocery store. Build a "conflict wall" around that issue when dealing with your colleagues and staff.
- **Be diligent.** Review the meeting agenda and let your administrator know about any issues. Read the minutes to make sure your declaration and absence are recorded. Make sure you know the legislation, your oath and your municipal code of ethics (if your community has one), and get advice if you have questions.

Above all, remember, it's not the conflict, it's the cover up. Having a conflict of interest is not a crime, but hiding it carries stiff penalties. By properly dealing with your conflict and meeting your duty head on, you will be giving yourself a trusty road map through this unknown territory.

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. ■

Above all, remember, it's not the conflict, it's the cover up. Having a conflict of interest is not a crime, but hiding it carries stiff penalties.



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A QUICK GUIDE TO LA FOIP

Saskatchewan Information and Privacy Commissioner

As an elected official or administrator of one of Saskatchewan's cities, towns, or villages, chances are you have heard of *The Local Authority Freedom of Information and Protection of Privacy Act* (LA FOIP). However, you may not have had an opportunity to work with this legislation or fully understand its purpose and functions. The following is basic information before we delve into the essence of LA FOIP:

- The most important thing you need to know is that LA FOIP has two main functions. One is access to information. The other is protection of personal information.
- LA FOIP refers to cities, towns, villages, and rural municipalities as *local authorities*. The definition of local authority is found in subsection 2(f) of LA FOIP.
- The *head* of the local authority is the mayor, reeve, or chair of the local advisory committee (s. 2(e) of LA FOIP). The head has all decision-making powers for the local authority. However, the head can delegate these decision-making powers, in writing, to someone else within the local authority (s. 50 of LA FOIP).

Access to information

The principle of access to information is simple. Basically, an individual has the right to all documents/records in the possession

or under the control of the local authority. There are some exceptions, or *exemptions*, as they are called in LA FOIP. The exemptions are found in Part III of LA FOIP. Also, a local authority must be careful to protect privacy when releasing documents.

There's a lot to know about exemptions – more than can ever be fit into an *Urban Voice* article. However, the Office of the Information and Privacy Commissioner (IPC) has recently developed the *IPC Guide to Exemptions*, which explains each exemption in detail.

Part II of LA FOIP sets out rules that local authorities must follow when an access to information request has been received. Special attention should be paid to sections 7, 8, and 9 of LA FOIP.

Section 7 outlines what is required of a local authority when it responds to an access request. For example, it must respond within 30 days and be specific about why access to information is being denied, if that is the case. Finally, a local authority must inform the applicant of his/her right to request a review from the IPC if dissatisfied.

Section 8 is about severing records. If exemptions apply to portions of the record, the local authority must sever only

those portions and release as much of the record as possible to the applicant.

Finally, Section 9 describes what kind of fees can be charged. Further information about fees is found in the LA FOIP Regulations.

Protection of Personal Information

The other main function of LA FOIP is to provide rules for local authorities to help them protect the personal information, or privacy, of individuals.

The first step in understanding this function is to learn what personal information is. The definition of personal information is found in section 23 of LA FOIP. However, that list is non-exhaustive. In other words, information that is not listed in this subsection may still qualify as personal information. A good rule of thumb for identifying personal information is to ask the following two questions:

- Is it about an identifiable individual?
- Is it personal in nature?

If the answer to both is 'yes,' it would qualify as personal information.

The rest of Part IV of LA FOIP describes the rules about what a local authority can do with personal information. They are divided up in to the following categories:



- Collection of personal information – Sections 24 and 25 of LA FOIP describe what personal information a local authority can collect and how it can be collected.
- Accuracy of personal information – Section 26 of LA FOIP ensures local authority collects and uses only accurate personal information.
- Use of personal information – Section 27 of LA FOIP indicates that local authorities should only use information for the purpose it was collected, or for the same reasons listed for disclosure under section 29(2) of LA FOIP.
- Disclosure of personal information – Section 29 of LA FOIP indicates that a local authority should not disclose personal information without the subject individual's consent, except for the reasons listed under subsection 29(2).

Most people think a privacy breach is where personal information is lost or disclosed without authority or consent. In reality, a privacy breach occurs whenever a local authority is not compliant with one of these sections.

Part IV also covers the personal information of deceased individuals, an individual's access rights to his/her own personal information, and a local

authority's duty to correct personal information.

It is important for local authorities to have safeguards in place to protect personal information so that they can be compliant with this part of LA FOIP.

What is the IPC's role?

The IPC has a role to play in both functions of the act.

With respect to access to information, the IPC can review any decisions made by the local authority and generally ensure that the local authority has followed the proper procedures. As such, it is important that local authorities advise applicants of their right to request a review.

Some issues that the IPC typically reviews are:

- an application of an exemption;
- a search for records;
- the response to an access request;
- the response to a correction of personal information; and
- the manner of providing access.

The IPC's resource *What to Expect During a Review with the IPC: A Resource for Public Bodies and Trustees* outlines all process for such a review.

With respect to protection of privacy, the IPC may launch an investigation in to an incident to determine if a privacy breach occurred and to ensure that the local authority's response has been adequate.

The IPC's resource *Privacy Breach Guidelines: Tips for Public Bodies/ Trustees Dealing with Privacy Breaches* lists the steps a local authority should take if a privacy breach occurs.

Whether a review or privacy breaches investigation, the IPC will try to reach informal resolution whenever possible. Otherwise, the Commissioner will issue a final report that outlines his findings and recommendations for the local authority. The local authority must then decide whether or not to follow the recommendations. In the case of access requests, the applicant can then further appeal to the Court of Queen's Bench.

A brief article like this cannot easily cover all of the rules. Online training is available to councillors and administrators through the Access and Privacy Branch (APB) at the Ministry of Justice. Also, if you require specific assistance feel free to call the IPC or APB.

All of the resources mentioned in this article can be found on the IPC's website at www.oipc.sk.ca under the Resources tab. ■



Carma Holmes, P.Eng., LEED™ Accredited Professional, Regina Operations Manager: dedicated to team based solutions focused on the client.

Carma is the Regina Operations Manager and a senior structural engineer with extensive experience in design and project management in the municipal and industrial sectors in western Canada. Focused on Saskatchewan, Carma enjoys working with our clients to plan, develop, and maintain infrastructure in a sustainable way considering economics, the public and the environment.

“With her leadership and attention to critical detail, Carma brings innovative, value based solutions to our clients in the interest of public protection.” advises Bert Munro, Vice President & General Manager of Associated Engineering's Saskatchewan and Manitoba operations.

Carma says, “Collaborating with clients and our design teams is a rewarding part of my job.”

Contact Carma at holmesca@ae.ca or call her at 306-721-2466.



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THE SAGUENAY DECISION: PRAYER AT COUNCIL MEETINGS

Steven Dribnenki – Policy and Legal Advisor, SUMA

On April 15, 2015, the Supreme Court of Canada released its *Mouvement laïque québécois v Saguenay (City)*, 2015 SCC 16 (*Saguenay*) decision. At issue was the city's practice of reciting a religious prayer before public council meetings. Council members had the practice of reciting a prayer with Catholic overtones, and opened and ended the prayer with the sign of the cross. An atheist resident who attended meetings raised a complaint to the mayor. When the practice continued, the resident and the group *Mouvement laïque québécois* filed a complaint with the Quebec human rights commission. Although the city adopted a new nondenominational prayer in 2008, council members continued to cross themselves at the open and close of the prayer.

The human rights tribunal held that the prayer was religious in nature and breached the resident's right to freedom of religion and conscience under section 2(a) of the *Canadian Charter of Rights and Freedoms (Charter)* by leaving him feeling isolated and excluded at council meetings, and awarded the resident \$33,500 in damages and costs. Although the Court of Appeal overturned the tribunal's decision, the Supreme Court upheld both the tribunal's finding that the prayer was a breach of *Charter* rights, and the award of damages and costs.

The court noted that the *Charter* protects the freedom of religion and conscience of Canadian citizens, including both religious belief and non-belief. The state, including municipalities, must avoid bias in its practices and legislation in order to protect this freedom. As the state itself cannot act, the practices of state officials, including council members, are considered the state's actions. If the state expresses no preference in its practices and legislation, it preserves a neutral public space, free from coercion or pressure from public

authorities. This protects freedom and dignity of individuals, preserves and promotes the multicultural nature of Canadian society and enhanced diversity, and encourages everyone to participate freely in public and democratic life.

Here, the court stated that the context indicated the prayer was religious, as the 2008 nondenominational prayer still attributed all benefits enjoyed by the city and its residents to God and the council practices (such as crossing themselves) reinforced the religious aspect of the prayer. The prayer created preferential space for people with theistic beliefs. The attempts to accommodate this by inviting people to leave before the meeting started highlighted the exclusivity of the prayer by allowing believers to participate with council with the others conspicuous in leaving or not participating.

The court briefly considered parliamentary prayer practices and noted parliamentary privilege may apply. The court also noted that the state cannot claim *Charter* protections or use the preamble of the *Charter* against specific rights listed in the *Charter*.

Municipal government is the level of government which is the closest, most accessible level of democratic government to Canadian citizens. Municipal council meetings provide a public, open forum for people to personally address council members.

Council members represent the municipality at these meetings and their practices, bylaws, and resolutions form the decisions the municipality makes and directs the actions that it takes. They act as legislators, passing laws and resolutions, and as judges, adjudicating disputes.

The *Saguenay* decision considered a unique set of circumstances, but applies to all municipalities across Canada. As a result, councils risk being found to have breached the *Charter* rights of residents by beginning a public municipal council meeting with a religious prayer. If a human rights complaint or lawsuit alleging a *Charter* breach results from this breach, depending on the context, the municipality may have to pay an award of damages, with \$30,000 and costs being a precedent amount.

The court held reservations about nondenominational prayer as still being "somewhat religious." As such, it is uncertain what the wording of a prayer would need to be in order to avoid risking liability. Municipalities that open their public meetings with a prayer should carefully review the decision and get legal advice. Potential alternatives may be to change the prayer wording and practices to ensure neutrality, or have a moment of silence or a statement of municipal purpose in its place.

This is not a legal opinion or direction. It is for informational purposes only. ■



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- SAMA has completed and implemented phase one of our multi-phase Technology Infrastructure (TI) Program, which saw upgrades to the interface of SAMA's internal computer system. The resulting efficiency gains are expected to improve our ability to complete maintenance in a more timely fashion for 2016, and begin to increase our capacity to conduct property reinspections going forward. For more information on the TI Program, please visit SAMA's website at www.sama.sk.ca.

- SAMA conducts revaluations based on a four-year cycle. 2013 was the year of the last revaluation, and in 2017 assessed values will be updated to reflect a new base date of January 1, 2015. The Agency recognizes that all parties should be provided with as much time as possible to examine the assessment shifts and make tax policy decisions prior to 2017. SAMA plans to ensure that assessment trends are communicated to Government Relations on or before April 1, 2016, and to our client municipalities by September 1, 2016.

- 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.

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I'VE FALLEN AND I CAN'T SUE THE MUNICIPALITY

Guidelines for preventing and defending against liability claims arising from icy sidewalks

Jason Minvielle – Vice-President Public Sector, Aon Reed Stenhouse Inc., SUMAssure Insurance Reciprocal

As winter approaches in Saskatchewan, citizens, businesses, and governments prepare to deal with the inevitable barrage of ice and snow. For municipalities, this means attempting to accurately budget for a complete unknown that wildly fluctuates from year to year. Preparing snow removal equipment for the winter season, and communicating municipal snow removal policies and practices to appropriate staff are probably on your municipality's to-do list. Business owners may prepare by purchasing shovels and stockpiling ice melt. Homeowners may undertake similar preparations and will also make certain everyone has proper, well-fitted winter footwear, warm jackets, and all the outdoor gear ready.

For personal injury lawyers, winter can be a busy time of year. Slips, trips, and falls can make up nearly one-quarter of their entire practice. An Italian proverb says “*A lawsuit is a fruit tree planted in a lawyer's garden*” and municipalities that have had to defend against slip, trip, and fall claims will likely agree. Slip, trip, and fall claims can be long and expensive to defend against for cash-strapped municipalities — not to mention personal and bitter in smaller centres where everyone knows everyone. Often, the determination by municipalities or their insurance companies is that it is cheaper to settle a claim rather than fight one.

While there is some statutory protection for municipalities from claims arising from slips, trips and falls on Saskatchewan sidewalks, municipalities are not completely immune from them. In Saskatchewan, the limitation period to file a claim is typically two years. However, this timeframe is reduced to one year if the claim is against a municipality. As well, for snow, ice, or slush on sidewalks, Section 305 (1) of *The Cities Act* and Section 342 (1) of *The Municipalities Act* require that the plaintiff notify the municipality of the event within 30 days after the occurrence of the event. Saskatchewan is more generous with the limitation period than Ontario, where citizens must notify a municipality of a slip, trip or fall occurrence within 10 days.

The time period for reporting an occurrence is not the only difference between Saskatchewan and the other provinces. Seven provinces have enacted occupier's liability acts, which codify the duty of care owed to both visitors and trespassers to municipal properties. In 1980, the Law Reform Commission of Saskatchewan proposed and recommended the enactment of *The Occupier's Liability Act* to then-Attorney General for Saskatchewan, the Honourable **Roy Romanow**. To date, the act has not become law and Saskatchewan continues to rely on the principles established by previous court decisions (common law).

Saskatchewan courts have weighed in on the issue with one of the more notable cases being *Metz v. Regina (City)* in 2006. The case involved the allegation of injuries sustained due to a slip and fall on an icy Regina sidewalk in March 1994. The action was dismissed with costs and is an important precedent-setting case for Saskatchewan's municipalities. The Law Society of Saskatchewan summarized the judgment as follows:

- Snow and ice are constantly present in Regina during the winter season. The duty to exercise reasonable care to keep the sidewalks safe for use does not oblige a municipal corporation to attempt to accomplish that which is practically impossible. It would be unreasonable to impose a duty on a municipality in Saskatchewan to keep sidewalks clear of snow and ice at all times during the winter season. It is a fact of life that pedestrians will encounter snow and ice on sidewalks. The City is not an insurer of safety for pedestrians using the sidewalk.

- The City did not ignore its duty. It took the necessary steps to remind owners and tenants of their obligations under the bylaw. Regular inspections were performed.
- The plaintiff has failed to prove the City was grossly negligent. While that case went decidedly in the municipality's favor, that is not always the case – especially with regard to the City of Hamilton, Ontario. A court recently awarded a \$192,000 settlement to 89-year old **Blanch Worthey**, who slipped on a 23.8 millimetre bump in the sidewalk, broke her wrist, and spent 42 days in hospital as a result of the 2012 fall. The CBC reported that the City of Hamilton paid out more than a million dollars for 'stumble' claims in 2012, and that figure does not include the 19 additional claims filed against the city as a result of icy sidewalks. The bombardment of lawsuits prompted Hamilton's city solicitor to request a change in the provincial law surrounding slips and falls.

Regardless, the Worthey decision on this case does provide some valuable lessons for all Canadian municipalities to consider. Notable portions of the decision include the fact that the city failed to follow its own policy. The city's policy states that all cracks, bumps, and gaps which are raised more than 19 millimetres are earmarked for repairs. However, in practice, the city only marked those in excess of 20 millimetres for repair. The city's own policy contributed greatly to its loss in this case because it did not play by its own rules.

Municipal records also play a massive role in slip, trip, and fall cases against municipalities as plaintiffs usually subpoena

municipal records including logs, journals, and training records for grader and plow-drivers. The lesson learned is to make a policy and stick to it. Information gaps can also be low-hanging fruit for opposing counsel. In the *Worthey* decision, the court noted that the city maintained inspection records for 2009, 2010, 2011, and 2013, but that no records exist for 2012, the year Ms. *Worthey* fell.

At the 2015 convention for the Urban Municipal Administrators Association of Saskatchewan (UMAAS), the SUMAssure Insurance Reciprocal hosted an educational seminar on slips, trips, and falls. The seminar was chaired by **Robin Daddar**, Vice-President and Senior Consultant for Aon Risk Solutions. Daddar is a senior consultant for Fleet Safety, Health and Environment. At the UMAAS event, Daddar provided extensive information on all types of slips, trips and falls, and specifically discussed winter conditions on sidewalks. In addition to proper and timely clearing of ice, slush, and snow from sidewalks, Daddar recommends some simple preventative measures that can be done ahead of winter: repair gaps and cracks, level the sidewalks to ensure that there is no upheaval and trip hazards, and note and repair areas of water ponding or pooling on sidewalks which will lead to icy patches when temperatures fall. Another simple loss prevention measure was making certain that all roof drains are directed away from sidewalks.

Echoing the earlier point about documentation and records, Daddar asserts that due diligence with documentation is a municipality's best defense with regard to slip, trip, and fall claims. Some of Daddar's recommendations specific to sidewalks and documentation included:

- cleaning activities recorded in writing with forms and schedules that show who performed the job and when (snow logs, etc.);
- daily logging of weather conditions;
- maintenance log – activities performed, where, when, and by whom;
- written procedural guidelines which all staff use;
- develop a training manual and document all training;
- use specific-to-your-site inspection checklists; and
- managers must review logs for completeness, improper

recordings, trends analysis, etc.

Despite all the best efforts, slips, trips and falls do happen. When they do, Daddar provides the following advice:

- Help the victim – express concern for their wellbeing; provide medical attention; if needed, call 911.
- Keep crowds and onlookers away.
- Do not disturb the incident scene (unless for life-saving situations).
- Do not accept blame nor assign fault.
- Always take photographic evidence of the incident, even if there is no apparent cause.
- Get as much information from fallen person as possible (name, age, address, fall description, etc.).
- Note the condition of fallen person's footwear, physical impairments, glasses/vision, alcohol or drug intoxication, soiled clothing, whether they were carrying any objects, etc.
- Complete an accident investigation form.
- Develop and implement corrective actions or controls to prevent another incident.

The third to last bullet point – regarding the appropriateness of the victim's footwear – is an important note. Courts in Canada do consider "contributory negligence" in their decision-making process and the victim will be scrutinized in the process as well. Contributory negligence establishes how much the plaintiffs/claimants have, through their own negligence, contributed to the harm they suffered. Personal causes of injury could be caused not only by inappropriate footwear, but also by inattentiveness, gait, activity, vision impairment, medication, intoxication, and so on. Even the \$192,000 settlement in Hamilton was initially \$275,000 before the judge allocated 30 per cent of the fault to the victim herself based on her admission in court that she was not paying attention to the sidewalk as she walked.

Unless climate change completely eliminates snow, ice, and slush from Saskatchewan's sidewalks, slips, trips, and falls *will* occur – despite best efforts. Municipalities that proactively try to eliminate, reduce, and mitigate the impact of these occurrences (and record their efforts properly in the process) will always fare much better in the court system than those municipalities that choose to stick their heads in the snow. ■

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Preparing Communities for the Future

USING A FORMAL AND DOCUMENTED OCCUPATIONAL HEALTH AND SAFETY PROGRAM TO PROTECT EMPLOYEES

Brett Christie – Manager: Western Canada Safety, Health, Environment and Prairie Risk Control (Aon Winnipeg)

Over the past three years, SUMAssure has surveyed more than 150 facilities in subscriber communities to identify risk exposures to property and liability losses. From fire prevention to slip/trip/fall recommendations, SUMAssure's risk-control engineers have worked in partnership with urban administrators and councils to provide risk control reports.

These reports give the municipality the information and tools they need to eliminate, reduce, or mitigate the potential impact of those exposures to risk. The reports have also proved to be vital budgeting tools for SUMAssure's municipalities who now have the ability to prioritize spending based on the likelihood of or possible severity of a potential incident.

SUMAssure's 'point in time' risk-control surveys are a great method of working in partnership with municipalities to help identify, evaluate and control risk exposures. They also supplement the risk-control efforts, including Occupational Health and Safety (OHS) risk control efforts, which municipalities need to make day in and day out. The key is day-to-day efforts, usually by implementing a formal OHS Management System.

So what about the health and safety of municipal employees and contractors on a day-to-day basis? Are municipalities in Saskatchewan complying with provincial OHS legislation?

Keeping an urban municipality running well is a big job. Keeping the snow cleaned, the grass cut, and infrastructure maintained and operating to provide the many services citizens enjoy, involves many people. There are countless job tasks performed by municipal workers each and every day and these job tasks have varying levels of risk of personal injury. From heavy equipment operation to entry into confined spaces in water treatment plants, to work at height changing lights, there is risk of injury – even fatal injury.

In addition to municipal workers, there are often many different contractors engaged to perform work for the municipality. These contractors may work on everything from high-pressure equipment, ammonia refrigerant at the arena, underground work on municipal infrastructure (sewer, gas, water line trenches) to above-ground work on telephone and power lines. There are many questions around ensuring safety for contractors. Are these contractors

SUMAssure uses this risk matrix to categorize exposures to its members.

RISK MATRIX

Qualitative Measure of Likelihood		
Level	Descriptor	Description
A	Almost Certain	The event is expected to occur in most circumstances
B	Likely	The event will probably to occur in most circumstances
C	Moderate	The event should occur at some time
D	Unlikely	The event could occur at some time
E	Rare	The event may occur only in exceptional circumstances

Qualitative Measures of Consequence or Impact		
Level	Descriptor	Description
1	Insignificant	No injuries, low financial loss
2	Minor	First aid treatment, on site release immediately contained, medium financial loss
3	Moderate	Medical treatment required, on site release contained with outside assistance, high financial loss
4	Major	Extensive injuries, loss of production capability, off site release with no detrimental effects, major financial loss
5	Catastrophic	Death, toxic release off site with detrimental effect, huge financial loss

Qualitative Risk Analysis Matrix Level of Risk					
Likelihood	Consequence				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
A	S	S	H	H	H
B	M	S	S	H	H
C	L	M	S	H	H
D	L	L	M	S	H
E	L	L	M	S	S

- H** High Risk – detailed research and management planning required at senior levels
- S** Significant Risk – senior management attention needed
- M** Moderate Risk – management responsibility must be specified
- L** Low Risk – manage by routine procedures

working safely? What happens if they have an accident or fatality? What level of involvement does the municipality have when managing contractors? Is there liability to the municipality? Is there insurance coverage for fines, penalties, and legal fees? How do municipalities protect their workers and contractors? Is there personal liability to mayor and council?

The questions continue around OHS programs. What are the ramifications of an injured worker to a municipality if safety measures are done poorly or not at all? If the municipality has not started to put an OHS program in place, where do you start? What must be done to protect workers? How is this typically done? What resources are available to help improve OHS?

To answer the first question, the impact to a municipality in the event of worker injury can include the cost of:

- worker rehabilitation;
- WCB premium increases;
- rehiring; retraining a replacement; and/or
- hiring temporary workers.

But WCB costs are just the tip of the iceberg. Did you know that it is estimated that five to 53 times the costs of poor OHS programs are below the surface? You could be paying the price with things such as building damage, tool and equipment damage, product and material damage, and repair and replacement cost? There may also be miscellaneous uninsured costs such as accident investigation time, wages paid for time lost, the cost of hiring/training replacement workers, overtime, extra supervisory time, and decreased output of an injured worker upon return to work. On top of all that, there may be fines/penalties failure to comply with the OHS legislation. All these costs aside, the reason for a good safety program is to protect your workers and contractors and is, quite simply, the right thing to do. No one wants to get hurt at work and no one wants to explain to the family of an injured coworker that they are not coming home from work today.

On the second question, all municipalities are employers and

all employers must comply with Saskatchewan's OHS legislation. A great starting point to meeting your obligations is to fully review the actual legislation. You may also want training sessions from a consultant.

After reviewing legislation, it becomes clear that every employer has the

responsibility to protect the health and safety of its workers. A good way to do that is to have a safety program to follow. Although legislation sets out the places of employment and employee count that trigger requirement for an OHS program, the mindset we're taking here is that the program is a good idea



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All these costs aside, the reason for a good safety program is to protect your workers and contractors and is, quite simply, **the right thing to do.**

in all cases to guide safety efforts and ensure management of safety. As the saying goes, *“If we fail to plan, we plan to fail.”* So if your municipality has no safety and health program that it can hold in its hands, or if that program is not functioning properly, there may be increased risk of eventual employee or contractor injury. There is also potential for fines and penalties that follow from prosecutions for offence under the OHS legislation without a documented program.

Once you understand the legislation, you can move on to creating a customized program for your municipality. A written OHS program will provide an internal responsibility framework for the safety program to be properly structured and to function effectively. Traditionally, that framework often involves a safety committee or safety representative and various volunteer members, working together to identify, assess, and control risk exposures to workers.

SUMAssure has engaged Aon Risk Solutions for a great deal of its risk-control efforts and Aon’s consultants work with their clients in both the public and private sectors every day to help develop a structure and risk assessment grounded approach to safety program development. Often, when building what Aon calls an Occupational Health and Safety Management System (OHSMS), Aon follows a process known as **Plan – Do – Check – Act**. Municipalities will first need to plan out what will go into their OHSMS to control risk exposures, and will need to implement the many aspects of the OHSMS to control the identified risks. Municipalities will next need to check and monitor what they have implemented, and determine if it is effective at reducing/eliminating risk of injury. Lastly, municipalities will need to act or take corrective action to improve

the OHSMS and its many elements.

There are many considerations when planning out the OHSMS scope – from reviewing asset lists to equipment inventories to categorizing the areas where work is performed and the many job tasks done by the municipality to reviewing and understanding the incidents/accidents that have occurred in the past.

One key area that is often missed in the planning/input stage is conducting good risk assessment, or taking a deep dive into the job tasks that are done by municipal workers, and listing out the contracted work done for the municipality. Using a process known as a Critical Job Inventory allows a municipality to dissect its many areas of operation down in to individual job tasks.

The next step is ranking those job tasks by likelihood of injury, severity of injury and exposure time and determining a job hazard analysis for each job task. Once this process is conducted it becomes much easier to know the scope of your OHSMS. The job hazard analysis can then follow for each priority/high-risk task identified, and safe work procedures and safe work practices will result from the development process.

Another aspect of the OHSMS is building policies and procedures that will help guide the organization in managing OHS risk. Typical policies may include, at minimum:

- Municipality OHS policy statement
- Risk assessment (identification of risk to health and safety of workers) and procedures for control of that risk
- Roles/responsibilities/accountability (town administrator, town foreman, supervisors, managers, workers, safety committee, contractors, suppliers, etc.)

- Emergency roles and responsibilities
- Safety committee terms of reference
- General safety rules
- Hazard assessment and control
- Disciplinary action
- Personal protective equipment
- Preventative maintenance
- Hazardous materials (biological or chemical substances)
- Training and communication
- Workplace inspection
- Workplace incident/accident and hazardous occurrence investigation and reporting
- Working alone
- Violence in the workplace
- Harassment prevention
- Mobile equipment
- Energy isolation/lock out
- Confined space entry safety
- Fleet safety management policies
- Public safety (slip/trip/fall prevention).
- A procedure to review and revise (where necessary) the safety and health program at set intervals (not less than every three years)

No doubt within the space of this article, it is not possible to delve deep into individual policies and procedures but we can ask two important questions:

1. Is your municipality relying on good luck, or are you actively managing safety?
2. Where do you begin?

Regardless of your municipality’s answer to question one, you can always improve existing programs. Those that have yet to start formalizing and documenting a safety program have access to information and templates as starting points for a program specific to their municipality. SUMAssure subscribers can contact their representative for turnkey templates specific to urban municipalities. If your municipality isn’t a SUMAssure subscriber, contact your insurance broker to see what they have at their disposal.

The old saying goes that *“the best time to start was yesterday and the next best time to start is now,”* but failing to start at all could prove very harmful to a municipality and/or one of its valued workers. ■



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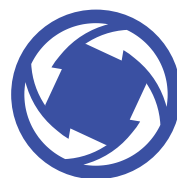


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POTENTIAL RISKS IN THE PROCUREMENT PROCESS

Mike Dundas – Municipal Procurement Consultant, SUMA and Tania Meier, Director of Corporate Programs and Member Services, SUMA

It's important for public entities to follow these common values to ensure a fair, competitive and transparent procurement process:

1. **Accountability** is taking ownership and being responsible to stakeholders. Apply sound business judgment, maximize competition where it makes sense to do so, and use procurement strategies to optimize value.
2. Having a high level of **ethics** means acting and conducting business with honesty and integrity, and maintaining consistent processes.
3. **Impartiality** means being open, fair, and non-discriminatory in all processes. Treat suppliers equitably and without discrimination.
4. **Professionalism** is upholding the high standards of job performance and ethical behavior that the public expects from your municipality.
5. Performing a high level of **service** is committing to helping your stakeholders, and maintaining a customer service perspective while meeting the needs of your municipality and your residents.
6. Showing **transparency** is having easily accessible and understandable policies and procedures, providing open access to competitive opportunities, and holding and providing timely access to records, where required.

When municipalities don't follow these values, suppliers become frustrated by the procurement process and lose trust in the municipality. For suppliers of goods or services, a number of barriers are frequently mentioned when discussing the participation in public procurements, such as not knowing how to find out about contract opportunities, applying for contract opportunities, winning contracts, and post-bidding/review of awards and appeals.

Finding out about contract opportunities

Suppliers may have poor accessibility to competitions, and/or the opportunities may not be adequately advertised. A municipality may decide to limit whom they send the opportunity out to, or may not be aware of the potential supplier market for the product or service they are looking to procure. To mitigate this risk, post opportunities on www.sasktenders.ca so the process is fair, open, competitive, and transparent – providing equal access to all potential suppliers.

SaskTenders is the primary gateway for public sector procurement opportunity notices in Saskatchewan. This free tool is available to municipalities to post your procurement opportunities. Once you are a registered user of the website you have access to public sector procurement information, presentations, templates, and guidelines.

Further, there are two trade agreements to be aware of: the Agreement on Internal Trade (AIT) and the New West Partnership

Trade Agreement (NWPTA). These two agreements lay out specific rules for municipalities to follow when procuring goods, the most important being the threshold of when you need to competitively post an opportunity.

Thresholds under AIT:

- Goods and services at or over \$100,000 and \$250,000 or greater for construction

Thresholds under NWPTA:

- Goods and services at or over \$75,000 and \$200,000 or greater for construction

Applying for contract opportunities

There are three identified barriers to suppliers applying for contract opportunities. The first concern is excessive bureaucracy and documentation for the supplier to be considered for opportunities or added to existing supplier databases. The second concern is the lack of capability of the municipality to properly assess suppliers from a talent perspective. This may be because administration does not have procurement knowledge, or it may be due to a lack of resources. The last concern is selection criteria changing from one competition to the next. For example, on one competition experience is important, but on a similar competition experience isn't noted as an evaluation criterion. This makes suppliers wonder if the municipality knows what they are doing or if they are attempting to tailor the evaluation so a specific supplier wins the competition.

To avoid these issues, use clear and standardized competition documents and guidelines. Also, ensure that you evaluate and award the competition based on exactly how the competition said they would be evaluated. If you're looking for a good template, we've developed a request for proposal (RFP) template and evaluation process we will share with member municipalities upon request. We are also creating other guide documents, such as a supplier's guide to responding to SUMA RFPs, a sample purchasing policy for municipalities, and a guide to creating an RFP. Once these documents are finalized, we will happily share them with members.

Awarding contracts

When entities choose to not issue a competition and single source for a product or service you risk losing the trust of the supplier community. Secondly, many entities focus on low bid only and not best value for money.

Recently, the Government of Saskatchewan launched the Procurement Action Plan to ensure there is an open, fair, and transparent bidding environment for Saskatchewan businesses, and that taxpayers receive best value. While this initiative is not directed at municipalities, the action plan outlines a number of actions that

municipalities could consider implementing into their own procurement process. Specifically, one action focuses on best value versus low-cost bidding. The action plan can be found at www.saskatchewan.ca/government/news-and-media/2015/march/27/procurement-action-plan.

To help mitigate these risks, it's important to have clear selection criteria and make it public in your opportunity posting. For example, note that a supplier will be evaluated on such items as price, quality, value, experience, reference, etc., and note the weighting for each criterion. It is then critical that you evaluate on what you said you were going to. This leads to a fair and transparent process that suppliers will respect.

Post-bidding/review of awards and appeals

There is generally a lack of communication with suppliers after you award the contract. Municipalities should ensure you make **all** competing suppliers aware of the outcome of the evaluation. You should also be willing to debrief with suppliers, if requested. Debriefings should focus primarily on the individual supplier's proposal in relation to the evaluation criteria they were scored against — not necessarily against the winning proponent. For example, when debriefing an unsuccessful proponent on a competition, if you are talking about their experience you may share with them that they scored in the middle range on experience, highlight their positives, and explain where they were lacking. The intent of the debriefing is to focus on the unsuccessful proponents proposal to help them for the next time they bid on a project of yours. You want them to learn how to be better for the next time you see a proposal.

Typically, proposal/bid costing is not shared with suppliers other than generic statements such as "You were competitive (or not competitive) with the other proposals." There are situations where you could consider releasing pricing, typically on lump-sum-bid

types of projects, but when considering a project that has unit-based pricing or hourly rate pricing, you may wish to not release pricing as those hourly or unit rates are essential to a proponents' competitive capabilities. Depending on your current practice of dollar-threshold spending these may go to council for approval and form part of the minutes and therefore be public record.

If a supplier wants to appeal a decision you made on an evaluation, they can do so under AIT and NWPTA. Normally, suppliers would not file a dispute resolution against a municipality under AIT, as it's usually only used for interprovincial trade issues affecting industries.

The NWPTA bid protest mechanism (which took effect July 1, 2015) allows suppliers a fast and simple route to resolve complaints with a specific procurement by government entities — including municipalities. The mechanism requires a municipality to first consult with a supplier raising a complaint and, if no resolution is reached, an arbitration will be held. The arbiter can make a cost award to cover the cost of the arbitration (up to \$50,000) and a recoupment award to cover expenses for time spent preparing the bid (up to \$50,000). All procurements totalling \$75,000 or more for goods, \$75,000 or more for services, or \$200,000 or more for construction are subject to the bid protest mechanism. For more information on NWPTA you can visit www.newwestpartnershiptrade.ca. The municipality may even wish to go one step further and have their own process in place to allow proponents to have their situation reviewed should they have a concern with the way the municipality undertook their procurement competition.

Ensure you are following the values noted at the beginning of this article, follow the AIT and NWPTA threshold rules, and mitigate the risks mentioned in this article to ensure you are getting the most value out of your procurement opportunities.

For more information on the SUMAdvantage program or to get procurement templates, contact Tania Meier, Director of Corporate Programs and Member Services, at tmeier@suma.org or 306-525-4379. ■

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DISCOVERING OPPORTUNITIES THROUGH RISK MANAGEMENT

SaskWater

Effective corporate governance results in a well-run, high-performing, transparent organization that is accountable to the public it serves. An organization's board of directors and executive management are instrumental in achieving effective corporate governance.

Good governance means mitigating risk. Mitigating risk means having a thorough understanding of all aspects of the business and the outside forces that can affect it. For SaskWater, one of the main ways to mitigate risk is through asset management. That means being as proactive as possible with maintenance to keep SaskWater's infrastructure functioning reliably and efficiently.

Gary Vidal is the chair of the board of directors of SaskWater. He is also the mayor of Meadow Lake. He notes that the high level of professionalism and expertise that SaskWater brings to the table benefits communities when facing water and wastewater challenges.

"There are some significant opportunities before us, and I think the biggest successes that we will share with our customers will be finding

the right ways to capitalize on those opportunities both in the municipal and industrial sectors. It is also important to maintain high levels of customer satisfaction and deliver on the promise of safe, reliable service," he says.

"Our challenges at SaskWater will be very similar to all the public and Crown sector in Saskatchewan. We are all tasked with contributing to an economy that is facing some specific challenges without compromising reliable customer service or health and safety," Vidal adds. "We will be defined by how we meet those challenges."

Doug Matthies is the President and CEO of SaskWater. Bringing those expectations to the practical level has highlighted one initiative that speaks to all aspects of the business: asset management. Asset management is a systematic process of deploying, operating, maintaining, upgrading, and disposing of assets cost-effectively to achieve the greatest return and the best possible service to the users.

"We need the right tools to ensure we are efficient and effective. Having and using a solid asset management system can be foundational. There are just too

many different and sophisticated pieces of equipment in our systems today to rely on memory and knowledge of the business," he says.

Focusing on asset management is seen as a huge benefit for utilities. By focusing on condition assessments by evaluating each asset's condition and criticality, and through preventative maintenance, the corporation mitigates asset failures and service interruptions. It connects asset management to risk management. It includes good governance, good planning, training, and technology.

"We want to ensure our employees have the skill sets, equipment, and processes required to do their technical jobs well. We also put an emphasis on ensuring our staff have good life skills, because interacting with the public, co-workers, family and friends is also a big part of everyday living and impacts our attitudes and outlooks," Matthies says.

Ingrid Newton is Manager of Policy and Planning at SaskWater. She says that the purpose of risk management is keeping on top of programs like asset management so that they know that they have systems in place to keep the





organization and its operations running smoothly.

Understanding the implications of decisions and how they communicate with their stakeholders is a critical part of maintaining high customer satisfaction. It is about reducing the impact on the organization and ultimately on the customer.

“Risk management is knowing what your risks are and ensuring nothing fails. You have to view it as an opportunity, too, because it allows you to capitalize on programs that are beneficial to your customers and your organization. Asset management is an example of one of those opportunities,” Newton says.

“People often think risk management is only about ensuring nothing fails, but it is also about assessing your opportunities.”

Newton explains that the corporation takes an enterprise risk management approach where they look at risk from a very high-level perspective – a governance perspective, really.

“We evaluate the risks and see what their potential is, and then we look at how we can mitigate those risks. It is very high level. With asset management and evaluating the criticality of each asset, we are starting to bring this approach down

to the operations level. It is the same approach we take at the strategic level applied to the daily operations level,” she adds.

And that brings it back to the strategic level: Good governance insists on thorough attention to risk management. Good risk management is proactive

and highlights the value of programs such as asset management. Good asset management results in efficient and reliable operations. That means fewer service interruptions. For a customer, when all these parts are working together, it means there is safe, reliable water when they turn on the tap. ■



Photo: Greg Huszar

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*Jason Hrywkiw
2015 Safe Employer Winner
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MUNICIPAL LEADERSHIP DEVELOPMENT PROGRAM: **GOOD FOR GOVERNANCE**

Ashley Leugner – Program Administrator, MLDP

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

These are the words of a Municipal Leadership Development Program (MLDP) participant. Do more of us need a reason to miss our afternoon naps? Everyone loves naps, but you can also love the engaging and educational modules offered by the MLDP.

The program was developed in 2003 exclusively for elected and appointed municipal leaders in Saskatchewan. The program is a partnership between SARM, SUMA, RMAA, UMAAS, New

North, and the Ministry of Government Relations. It was designed to be responsive to municipal officials' needs and is always accepting feedback about municipalities' changing educational and training needs.

If you haven't taken an MLDP module, now is a perfect time to consider it. MLDP graduates and participants cannot say enough good things about the modules and the program.

The program is a series of six modules offered twice in the fall and twice in the winter. The winter sessions are always held the day before the

SUMA and SARM conventions. For 2016, the winter modules will be held January 30 and March 7 at the Queensbury Convention Centre in Regina. If you're too excited to wait until then, check page 40 for the fall 2015 dates.

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

Municipal Leaders' Roles and Responsibilities

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

Strategic and Financial Planning for Municipalities

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

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

– Participant

Municipal Economic Development Fundamentals

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

“Very good workshop I wish that all of council would take it!”

– Participant




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Human Resources in the Municipal Workplace

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

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

– Participant

Public Relations and Communications for Municipalities

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

"Best class so far!" - Participant

Community and Land-Use Planning

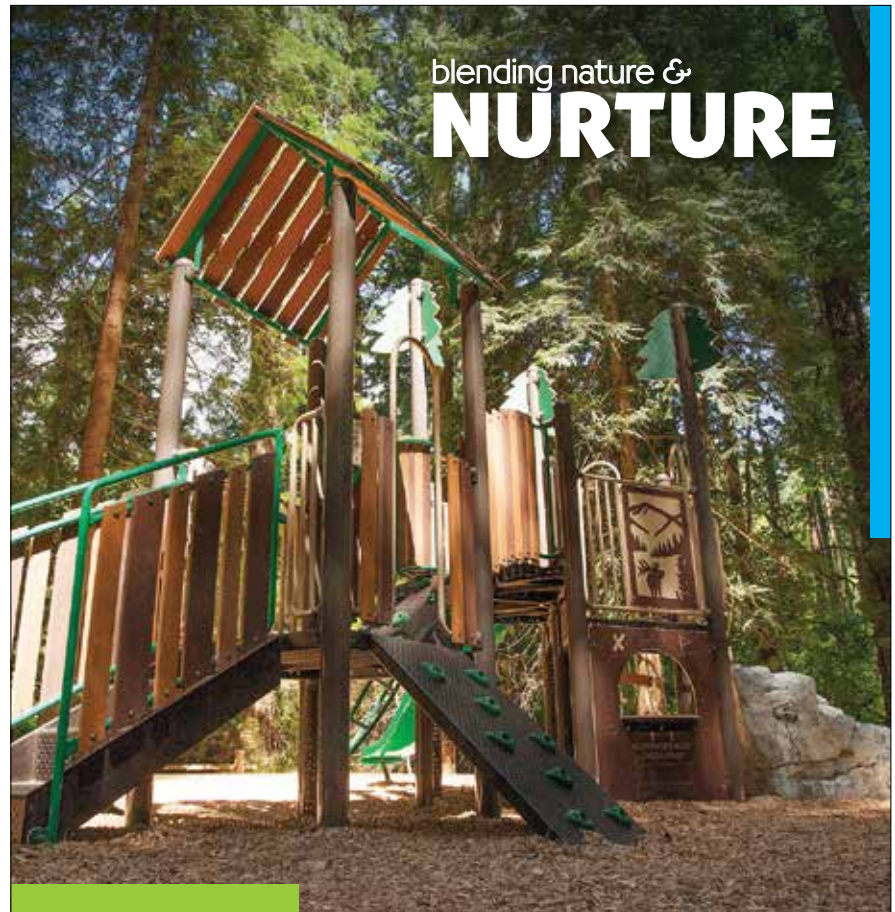
This module covers many areas around community and land-use planning: the roles and responsibilities of council, administration and the public; the creation, adoption, and amendment process for Official Community Plans and Zoning Bylaws; the subdivision process; servicing agreements; the development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

"Very knowledgeable presenter, great flow of presentation"

– Participant

Not only are these modules a great source of information and skills for you to take back to your municipality, they present a great opportunity to network with other municipal leaders to share experiences, successes, and challenges. As these testimonials show, there are some advantages to missing the odd afternoon nap! We hope to see you at an MLDP module soon. ■

Not only are these modules a great source of information and skills for you to take back to your municipality, they present **a great opportunity to network with other municipal leaders to share experiences, successes, and challenges.**



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MANAGING RISKS AN EVERYDAY OCCURRENCE AT SASKPOWER

SaskPower

Risk is part of life. It's something we all deal with every day, whether we are thinking about it or not. We don't always see the need to make a plan to deal with risks; often, we take them as they come. For SaskPower, though, it's important to not only be aware of risks but to get ahead of them and manage risk as much as possible in order to provide reliable, affordable, and sustainable power to the province.

SaskPower is subject to a number of risks and uncertainties that affect how the corporation does business — whether they are strategic, financial, operational, environmental, or reputational risks. To plan for such occurrences, SaskPower has an Enterprise Risk Management (ERM) program designed to protect the business through risk management practices that align with business goals.

At a basic level, SaskPower's philosophy is that risk management is the responsibility of all employees, regardless of role. However, the President and CEO and executive team are accountable for risk management, and are responsible for watching for emerging risks, reviewing and prioritizing risks that are identified, making sure risk management is part of policy development and business planning, and monitoring risks against establish goals and targets.

Major risk factors are those that could affect SaskPower's ability to operate and get in the way of achieving financial and operational goals. They don't happen in isolation — part of the complicated world of risk management is seeing how all the pieces fit together and the impact they could have on one another.

Here are the 10 top risks SaskPower has identified, and the steps to reduce risk as much as possible:

- 1. Infrastructure:** SaskPower is facing a unique challenge of maintaining the health of an aging electrical system while at the same time meeting the growing demand for power in the province. More than \$1 billion per year will be used to meet this challenge over the long term. SaskPower has established an asset management framework, enhanced planned maintenance activities, and established emergency plans to address a variety of scenarios.
- 2. Workforce management:** Planning for attracting and maintaining a safe and productive workforce is essential. Over the next five to 10 years, a significant number of SaskPower employees will be eligible for retirement, and there is great competition for skilled talent. A workforce plan has been implemented, and a number of strategies for engagement, job evaluation, performance review measurement and employee recognition have been introduced.
- 3. Supply chain:** Without the proper materials at the right time, SaskPower can't get the job done. Labour costs, the economy, exchange rates, and commodity prices all have an impact. Standardizing contracts, developing an innovation registry to capture ideas from external partners, and working to transform procurement initiatives to make them as effective as possible all have a positive impact on supply chain management.
- 4. Security:** SaskPower's daily business relies on technology that needs to be maintained and protected. Enhancing security measures, centralizing security services, and developing business continuity plans will help ensure SaskPower's operations and information are protected.
- 5. Project delivery:** SaskPower is investing a significant amount of money on long-term projects to ensure reliable electricity is available during these increasingly busy times. A Project Delivery Office has been established to improve processes, with professional project specialists on hand. Work is also being done to reduce costs and increase efficiency.
- 6. Environment:** SaskPower needs to supply electricity for today and the future, while reducing its impact on the environment and complying with changing regulations. A number of steps are being taken, including the development of a Sustainability Office to define how SaskPower approaches a number of areas including supply planning, procurement, workforce management and the environment.
- 7. Stakeholder relations:** SaskPower interacts with a wide variety of groups every day, and their confidence and trust is critical. Developing ways to communicate with all interested parties, including information and consultation processes, exploring partnerships, and increasing the use of social media are just a few ways to meet that challenge.
- 8. Change management:** These busy times are like the weather in Saskatchewan: Wait a minute and something will change. During this time of significant change and renewal, SaskPower still has to make strategic decisions for the future and ensure employees are on board. Development of a new internal culture program and managing change through regular planning cycles and communicating priorities will help this move forward.
- 9. Fuel supply:** Having sufficient fuel available when required for generation is essential. Developing long-term supply plans and a diversified and flexible fuel



SaskPower has an Enterprise Risk Management (ERM) program **designed to protect the business** through risk management practices that align with business goals.

portfolio that includes renewable sources is necessary for the future of SaskPower's fuel supply.

10. Safety: Nothing is more important than the safety of customers and employees. Electrical work is hazardous, but there are things SaskPower can do to reduce these hazards such as making safety part of all performance management, establishing extensive policies and procedures, and providing adequate training and awareness.

ERM is not always the most visible part of SaskPower's business, but it is one of the most important ways to ensure the healthy operation of the company in the long term, in order for SaskPower to provide the people of Saskatchewan with safe and reliable power they need, when they need it. ■

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USING RULES OF ORDER SENSIBLY AND INTELLIGENTLY

Eli Mina, M.Sc., PRP – Board Effectiveness Consultant and Registered Parliamentarian

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

The 'how' versus the 'why'

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

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

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

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

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

- **Clarity:** Every member deserves to know what is being discussed and voted on. Yet, in many meetings members are confused about the wording of main motions and about the process of handling secondary motions.
- **Efficiency:** Meetings are costly. Time should be treated like money and be allocated to issues, in direct proportion to their significance to the organization. Yet in many meetings 90 per cent of the time is spent on things that don't make a difference. In other meetings, a great deal of time is wasted on futile arguments about insignificant procedural issues.
- **Balance and inclusion:** Every member should have the same

opportunity to speak and influence the group's decisions.

Yet in many meetings 90 per cent of the time is consumed by 10 per cent of the people. Quieter members (and their great ideas) are left behind, and the organization is poorer for it.

- **Protecting basic rights:** In a well-functioning democracy, the majority has the right to rule, and the minority has the right to be heard. However, in reality, democracy is often replaced by monarchy (with the chair assuming too much power) or anarchy ('the tyranny of the minority,' with outspoken members dominating discussions and intimidating others).

Rules of order and principles

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

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

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

Procedural violations

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

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

Two interesting citations

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

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

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

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

Two tests to determine the significance of a violation

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

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

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

Examples of significant violations

There is no quorum at the meeting. Let's look at the two tests: Is anyone's right being violated? Yes, the absentees. Is any harm done to the proper transaction of business? Yes. Any decision made in the absence of a quorum is invalid. Taking action in the absence of a quorum places the organization at risk.

A member is recognized to speak when another one barges in and takes over. This is a violation of the rule that "we speak by raising hands." Are anyone's rights

violated? Yes, the member who was recognized to speak is disenfranchised. Is any harm done to the progress of the meeting? Of course harm is done. In a chaotic meeting nothing gets done (efficiency suffers), and assertive members dominate the discussions (an imbalance). The quality of the group's decisions is bound to suffer.

Examples of insignificant violations

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

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

Using rules well

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



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NO TIME LIKE THE PRESENT TO PREPARE FOR EXTREME WEATHER

Makenzie MacKay – Policy Research Assistant, SUMA

Drought, flooding, tornadoes, forest fires, and severe storms are all part of life in Saskatchewan, but they are happening more often. Extreme weather events are natural events that are unusual, severe, or unseasonal and seen on a devastating scale. Last year's sudden, heavy rainfall lead to flooding, and many factors came together this year to create the devastating forest fires in northern Saskatchewan.

Municipalities are not free from the risks of these events, so preparation is vital. Developing a plan for extreme weather events should be a priority for all

municipalities, and your plan can include ways to reduce the effects of extreme weather events and/or recover after a catastrophe. You have plenty of options – there are many large-scale and small-scale initiatives to reduce damage and increase capacity in your town, city, or village.

Extreme weather events happen when least expected. Now is the time to prepare, and water-related events are an excellent place to start.

In times of water scarcity, an inexpensive, low-tech source for outdoor water use is rain barrels. Rainwater flows from the roof, through an eavestrough, into

the barrel; with the help of gravity and a rubber hose, you can use the rainwater to water your yard. This is a great way to ensure a healthy lawn and garden without stressing the municipal supply, which is especially important during a drought. Lawn and garden care accounts for 40 per cent of household water use. It's easy to see how that amount adds up when you consider that watering a flower bed for two minutes is the equivalent of filling 320 drinking glasses. Since plants prefer rainwater to drinking water, rain barrels are a benefit to residents and their gardens! Household rain barrels can be made for as



It is time to **assess risks to your community**, find ways to prepare for extreme weather events, and **create a plan** for what to do when catastrophe strikes.

little as \$30 with the potential for residents to save money as they save municipally treated and supplied water.

The City of Saskatoon encourages residents to Be Water Wise through a rain barrel rebate program. Residents who purchase a rain barrel or compost bin from a local retailer are offered a \$20 rebate. In Saskatoon, homes with a 1,000-square-foot roof can fill a 55-gallon rain barrel 110-125 times during the gardening season. The program has been well received and is a wonderful example of a small-scale initiative that helps the community prepare for water scarcity.

In Saskatchewan, as we prepare for drought we must also be aware of the risks of flooding. Excess precipitation, from rainfall or snowmelt, can have devastating effects. A way to combat flooding is through retention ponds. These ponds store and permanently hold runoff from streets. Catch basins built into sidewalks collect water and transport it from the road to the pond. Natural processes remove sediment and chemicals, improving water quality before it re-enters the natural system. Costs of these ponds are marginal as they are long-lived – typically lasting more than 20 years – and provide flood prevention benefits. These water bodies become new habitats for wildlife and recreational spaces. The value of retention ponds is not limited to flood prevention; there are also social and environmental benefits.

In 2010, a flood in the City of Yorkton rocked the community. This emergency brought flood planning and adaptation into the spotlight. There was \$6 million in post-flood drainage investment by 2013, and more projects are under consideration. Flood prevention efforts have included construction of the Brodie Pond and the Dracup Pond #3. These ponds manage 250 acres of storm water within the city, reducing the likelihood and extent of

flooding. Drainage channels have also been upgraded to ensure the ponds are fully utilized. Retention ponds have long-term flood-reduction benefits and are a great preventative measure.

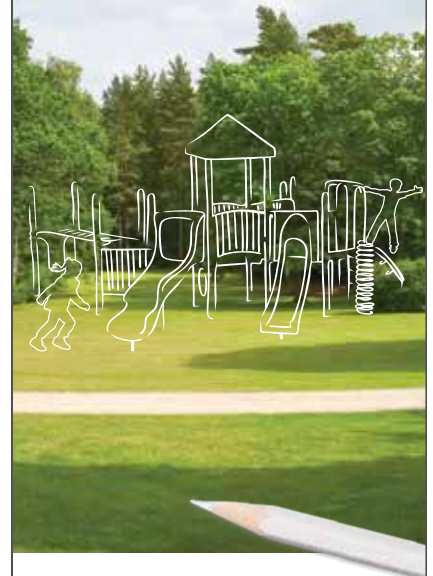
A high water table poses a risk to wastewater treatment lagoons and is caused when excess precipitation infiltrates the soil. Lagoons have a limited storage volume and are used to hold effluent in the wastewater treatment process. If water enters the lagoon through flooding, high water levels, or resident's sump pump discharge, it can overwhelm the lagoon. Excess waste must be pumped to free-standing bodies of water, reducing the efficiency of the treatment process and posing a risk to the environment.

The Town of Lumsden is home to 1,631 and is in the process of revitalizing its wastewater treatment plant. The new three-step treatment system will eliminate more than 99 per cent of impurities in the water. Decommissioning the lagoons will create 5,000 square meters of wetland habitat, further reducing the effects of flooding by soaking up excess water. Wetlands are a natural sponge, trapping and slowing releasing water into the surrounding soil. Once the project is complete, there will be increased capacity to allow for population and economic growth while reducing the risk of a high water table overwhelming the system.

Saskatchewan municipalities of all sizes are taking steps to prepare for and adapt to extreme weather events. Plans that account for extreme weather reduce the negative impacts and even take advantage of new opportunities. Initiatives at the individual level or infrastructure-focused projects are both important. It is time to assess risks to your community, find ways to prepare for extreme weather events, and create a plan for what to do when catastrophe strikes. ■

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SUMA

Katee Galandy – Convention and Events Coordinator, SUMA

gets its

Thank you P.A.

A big thank you goes out to the city of Prince Albert for hosting a successful 27th Annual SUMA Golf Tournament on July 9 and 10. The Thursday banquet was hosted at the Art Hauser Centre where a delicious supper was served followed by a hilarious set from comedian **Kelly Taylor**.

Attendees got an enthusiastic invitation to the 2016 tournament in Weyburn and Rosthern stepped up to host the tournament in 2017.

The golfing kicked off on Friday morning at the Cooke Municipal Golf course where 76 golfers were treated to

the century-old 18-hole championship-layout golf course. They could not have asked for better weather to enjoy a day outdoors.

Congratulations to the winning team: Bruce Fidler, Chad Anderson, Rod Pocza, and Steve Brown.

The Dennis Draper Award was awarded to Roy Hardy, John Herd, Andrea Johnson, and John Guenther.

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



Winning team on the course: (Left to Right) Rod Pocza, Steve Brown, Bruce Fidler, Chad Anderson



The Dennis Draper Award winners on the course: (Left to Right) Dale Pratt, Roy Hardy, Andrea Johnson, John Guenther



The winning team with the trophy: (Left to Right) Jim Toye, Steve Brown, Rod Pocza, Don Cody



The Dennis Draper Award with the trophy: (Left to Right) John Guenther, Andrea Johnson, Roy Hardy, Don Cody (on behalf of the host city), Dale Pratt, Jim Toye (on behalf of the host city)

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MAKE A DATE WITH



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 only to SUMA members!

We will update the web pages for these events as more details are available. Check the SUMA website (www.suma.org) and sign up for Urban Update to be sure you have 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. You can expect updates on what's happening in your region and with SUMA. Each region will also have an education session, so check the website for your region's agenda and registration details.

Mark Your Calendar

Monday, September 28 – Central region
Tuesday, September 29 – East Central region
Wednesday, September 30 – Southeast region
Thursday, October 1 – Southwest region
Monday, October 5 – West Central region
Tuesday, October 6 – Northwest region
Wednesday, October 7 – Northeast region

CONVENTION 2016

Of course, we have already started wheels turning in preparation for SUMA's 111th convention! Please join us for Convention 2016 in Regina, January 31 – February 3 at Queensbury Convention Centre.

The 2016 theme is AIM – Adapt, Inspire, Motivate. We are asking the delegates "What's Your AIM?" Coming into an election year, whether the aim is to engage your community in the projects they are working on or pave the way for the future leader that will be entering your role, all three of these action items are key components to achieving your goals.

The DoubleTree by Hilton 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 – send in the forms for the Meritorious and Honorary Service Awards by the October 2 deadline. Nominations for the Scoop Lewry Award are due September 9. Awards will be handed out at the President's Banquet on Tuesday, February 2.

Mark Your Calendar

Sunday, January 31 - Wednesday, February 3 –
Convention 2016

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. For all the details on the program, and why it's worth missing your afternoon nap to attend, see page 30.

The fall series of modules are in planning stages right now. Keep your eye on Urban Update for dates, locations, and registration information. You can also visit www.mldp.ca to get more information on MLDP and how to register.

Mark Your Calendar

Community Land Use Planning

Tuesday November 17, 2015 – Mervin
Tuesday November 24, 2015 – Churchbridge

Economic Development

Tuesday November 17, 2015 – Porcupine Plain
Wednesday November 25, 2015 – Moose Jaw

Human Resources

Wednesday November 18, 2015 – Jansen
Thursday November 19, 2015 – Meadow Lake

Strategic and Financial Planning

Thursday November 19, 2015 – Kipling
Monday November 23, 2015 – Melfort

Public Relations

Monday November 23, 2015 – Estevan
Monday November 30, 2015 – Kindersley ■

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to be sure you have the latest information.**

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The 2015 Certification Application Deadline is October 1, 2015.

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

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

URBAN *Voice* In the next issue:

**Adapt. Inspire. Motivate.
What's your AIM?**

Laurie Artiss – The Pin People: a small company with a BIG reputation

A custom lapel pin isn't a mere trinket. It is something to collect, share with family and friends, and treasure forever. If your municipality is looking for new lapel pins to commemorate loyal service by employees or accomplishments of note by citizens, look no further than Laurie Artiss – The Pin People. This Regina-based company has been in business for more than 40 years and has a client list that stretches throughout Saskatchewan and across Canada. SUMA first partnered with Laurie Artiss – The Pin People back in 1991 as one of the first SUMA Advantage suppliers.

Barry Taman, Vice-President of Laurie Artiss – The Pin People, says like most collectibles, lapel pins have evolved over the years. "These days, thanks to computer designs, there can be much more detail in pins. However, in my view, the old tried and true die-struck pins are still the most vibrant on the market."

On his company's relationship with SUMA, he says, "SUMA is a great group to work with. SUMA representatives work hard for the benefit of municipalities and it's always a pleasure to deal with them."

THE WONDERFUL WORLD OF SPORTS

The sport of curling has always been linked with the collecting of lapel pins and that tradition shows no signs of changing. Laurie Artiss – The Pin People started as a supplier of curling equipment (it's no longer involved in that retail area) and recently extended its partnership agreement with Curling Canada, meaning the company's collectible pins will be front-and-centre at Curling Canada events well into the future.

Other notable customers have included the Calgary and Vancouver Olympic Games, Pan-Am Games in Winnipeg and Toronto, Canada Games, Lions Club International, curling clubs across Saskatchewan, and individual sporting teams

from across the country, including a local outfit whose general manager happens to be Barry's little brother Brendan. Readers may have heard of them; they're called the Roughriders!

Despite the high profile of these customers, Barry says the company prides itself in offering the same great customer service to everyone. "No job is too small," he says, "Because when you do it right, those customers come back to you time after time, and all of a sudden, that job isn't so small anymore."

Of SUMA municipalities, Barry says, "SUMA members enjoy preferred pricing and that's not only the municipality itself. If the local museum or volunteer firefighters order pins through the town office, these groups also receive the preferred pricing."

MORE THAN LAPEL PINS

The company's product lines extend well beyond lapel pins. It can also supply municipalities with medals, service awards, coins, lanyards, buttons, ad layouts, logos, business cards and letterhead, and web design and development.

There are five employees at Laurie Artiss – The Pin People, including two full-time graphic artists with more than 50 years experience between them.

According to Barry, the company is very proud of its products, but is just as proud of its reputation for customer service. "We rely on repeat business," he states. "Treat customers right and they will keep coming back – it's the Saskatchewan way."

Barry encourages customers old and new to drop in, see the latest samples, and chat about the Riders' latest triumph. He reminds visitors, though, that the company moved last year and is now at #4-2700 Montague Street in the Lower Level of the River Heights Shopping Mall. For more information, visit www.thepinpeople.ca. ■



SUMAdvantage

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

If you need additional information, please contact SUMA's Corporate Programs and Member Services Director, **Tania Meier**, at 306-525-4379 or email tmeier@suma.org

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

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Regina Hotel	Travelodge Regina	306-586-3443	www.travelodgeregina.com
Saskatoon Hotel	Park Town (Saskatoon)	800-667-3999	www.parktownhotel.com
Saskatoon Hotel	Travelodge Saskatoon	888-278-4209	www.travelodgesaskatoon.com

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Saskatchewan Association for Resource Recovery	9	877-645-7275	www.usedoilrecyclingsk.com
Saskatchewan Games Council	39	306-780-9246	www.saskgames.ca
Saskatchewan Heritage Foundation	43	306-787-2105	www.pcs.gov.sk.ca/shf
Saskatchewan Workers Compensation Board	29	800-667-7590	www.worksafesask.ca
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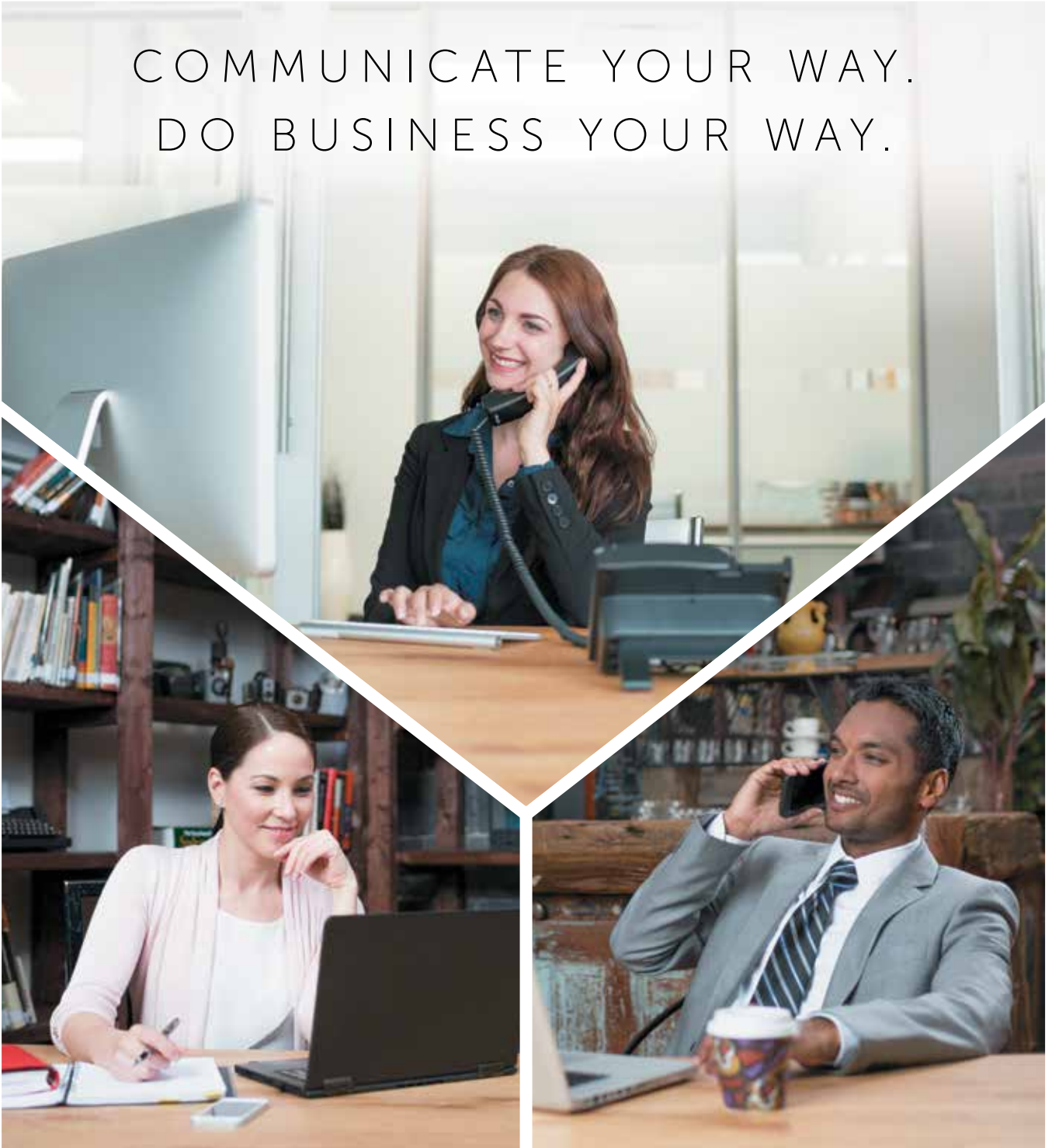
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